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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2016 to 30 June 2017 and budget for the period from 1 July 2018 to 30 June 2019

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations. It presents consolidated information on the budget performance for the period from 1 July 2016 to 30 June 2017 and the budget proposals for the period 1 July 2018 to 30 June 2019 and on the status of the Peacekeeping Reserve Fund, pursuant to resolution 49/233 A.

The report provides information on the continued implementation of decisions and requests contained in General Assembly resolution 70/286 on cross-cutting issues, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/70/742) as endorsed by the General Assembly. The General Assembly did not adopt a resolution on cross-cutting issues during its seventy-first session, at which the Secretary-General presented his report on the overview of the financing of the United Nations peacekeeping operations, which precedes the present report (A/71/809).

For the period from 1 July 2016 to 30 June 2017, total expenditure amounted to $7,800.2 million against an approved budget of $7,909.1 million, exclusive of budgeted voluntary contributions in kind, as summarized below.

Financial resource performance

(Millions of United States dollars)

	1 July 2016 to 30 June 2017		*Variance*	
Peacekeeping component	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Missions	7 459.6	7 354.6	105.0	1.4
Regional Service Centre in Entebbe[a]	39.2	36.3	2.9	7.4
United Nations Logistics Base at Brindisi[b]	82.9	82.2	0.7	0.8
Support account for peacekeeping operations[c]	327.4	327.1	0.3	0.1
Subtotal	**7 909.1**	**7 800.2**	**108.9**	**1.4**
Voluntary contributions in kind (budgeted)	4.8	1.0	3.8	79.2
Total	**7 913.9**	**7 801.2**	**112.7**	**1.4**

[a] Inclusive of the amount of $741,400 charged against the appropriation under section 3, Political affairs, of the programme budget for the biennium 2016–2017, as approved by the General Assembly in its resolution 70/249 A–C of 23 December 2015.

[b] Inclusive of expenditure related to operating and maintenance costs of the enterprise resource planning system in the amount of $16.8 million.

[c] Inclusive of expenditure related to the enterprise resource planning project in the amount of $16.8 million and information and systems security in the amount of $0.82 million.

Financial resources for peacekeeping operations for the period from 1 July 2018 to 30 June 2019 are estimated at $7,268.7 million compared to the approved level of $7,315.8 million for the 2017/18 period, which represents a net decrease of $47 million, as summarized below.

Financial resource requirements

(Millions of United States dollars)

Peacekeeping component	*1 July 2017 to 30 June 2018 apportionment*	*1 July 2018 to 30 June 2019 Cost estimates*[d]	*Variance*	
			Amount	*Percentage*
Missions	6 876.0	6 791.7	(84.3)	(1.2)
Regional Service Centre in Entebbe[a]	33.0	35.2	2.2	6.7
United Nations Logistics Base at Brindisi[b]	81.0	87.3	6.3	7.8
Support account for peacekeeping operations[c]	325.8	354.6	28.8	8.8
Subtotal	**7 315.8**	**7 268.7**	**(47.0)**	**(0.6)**
Voluntary contributions in kind (budgeted)	1.2	1.1	(0.1)	(9.1)
Total	**7 317.0**	**7 269.9**	**(47.1)**	**(0.6)**

[a] Inclusive of requirements of $686,900 to be charged against the appropriation for the programme budget for the biennium 2018–2019 under section 3, Political affairs, approved by the General Assembly in its resolutions 72/262 and 72/263 A–C.

[b] Inclusive of requirements related to operating and maintenance costs of the enterprise resource planning system in the amount of $16.9 million for the period from 1 July 2017 to 30 June 2018 and $17.8 million for the period from 1 July 2018 to 30 June 2019.

[c] Inclusive of requirements for the period from 1 July 2017 to 30 June 2018 for: the enterprise resource planning project in the amount of $25.0 million; the information and systems security in the amount of $0.8 million; and the global service delivery model in the amount of $0.9 million. Inclusive of requirements for the period from 1 July 2018 to 30 June 2019 for: the enterprise resource planning project in the amount of $28.9 million; information and systems security in the amount of $0.8 million; the global service delivery model in the amount of $1.3 million; the Global Shared Service Centres in the amount of $9.9 million; the Peacekeeping Capability Readiness System in the amount of $3.9 million; as well as for the requirements for the cross-cutting initiatives across peacekeeping operations in the amount of $13.1 million (see also A/72/790, annex XIX).

[d] Exclusive of the request for authority to enter into commitments of $84.5 million for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo support to the presidential and legislative elections (Security Council resolution 2348 (2017)) for the 2018/19 period.

In addition, the Secretary-General is seeking the authorization of the General Assembly to enter into commitments without assessment for the period from 1 July 2018 to 30 June 2019 in the amount of $84,467,300 gross ($83,768,500 net) for the technical assistance and logistical support to be provided by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the presidential and legislative elections, as requested by the Security Council in its resolution 2348 (2017). The request, as contained in the report of the Secretary-General on the budget for MONUSCO for the period from 1 July 2018 to 30 June 2019 (A/72/784/Add.1), is submitted pursuant to the provisions of United Nations financial regulation 4.5 and section IV of General Assembly resolution 64/269 of 24 June 2010.

The recommended action to be taken by the General Assembly is set out in section XIV of the present report.

Abbreviations

AMISOM	African Union Mission in Somalia
IPSAS	International Public Sector Accounting Standards
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNEP	United Nations Environment Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization

I. Introduction

1. Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations. It presents consolidated information on the budget performance for the period from 1 July 2016 to 30 June 2017, the budget proposals for the period 1 July 2018 to 30 June 2019 and provides information on the status of the Peacekeeping Reserve Fund as at 30 June 2017, in accordance with resolution 49/233 A.

Global context of peacekeeping operations

2. United Nations peacekeeping exists as a tool of the international community to address challenges to peace and security. The nature and scale of conflict, however, has changed dramatically. The number of internal conflicts has increased significantly over the past decade and the number of lives claimed by conflict has also risen precipitously. Those trends are driven by factors such as the increase in transnational terrorism and organized crime, the internationalization of conflicts and the frequent absence of consensus on how to address intractable conflicts.

3. Many peacekeeping operations successfully support the consolidation of peace and security in post-conflict environments, as demonstrated in the successful completion of missions in Côte d'Ivoire (United Nations Operation in Côte d'Ivoire, UNOCI) and Liberia (United Nations Mission in Liberia, UNMIL) in the past year, yet others continue to face the challenge of operating in the context of an absent or fragile political process. Disagreements at the international level on political solutions to conflicts further complicate the efforts of peacekeeping operations. This requires focus, leadership and dedication on the part of the United Nations to advance political processes and secure support from partners and the broader international community. Given the rapidly evolving and highly complex environment in which United Nations peacekeepers are deployed, the United Nations has reassessed the way missions are planned and conducted so as to facilitate more rapid operationalization and to make missions more effective, responsive and accountable to the needs of the people they serve.

4. Although the United Nations is facing up to the challenges and shortcomings inherent to peacekeeping efforts, the successes of the Organization's work in support of peace should also be recognized. Missions have contributed to a legacy of stability, development and economic growth across the world. Since United Nations peace operations began, 57 operations have completed their mandates and closed. Innumerable lives have been saved and improved by United Nations peacekeeping over the past 70 years; countless families ravaged by war have been given a new start. Independent research has shown the worth of peacekeeping: it prevents the spread of violence and it typically reduces the numbers of civilians killed by more than 90 per cent, compared to the number of casualties caused by conflict before the deployment of a mission.

5. The United Nations peacekeeping budget, in the proposed amount of $7.3 billion for 2018/19, represents less than half of 1 per cent of global military spending, and is shared between all 193 Member States. The proposed budget is $277 million lower than the level proposed for the 2017/18 financial period and $980 million lower than that proposed for the 2016/17 period. The reduction is largely due to two main factors: changing conditions on the ground, resulting in the closure of missions, and ongoing efforts by the Secretariat to deliver real efficiencies to Member States. Between the 2016/17 and 2018/19 periods, changing conditions in mission areas have resulted in the closure of three missions (UNMIL, UNOCI and MINUSTAH, the latter replaced by the establishment of MINUJUSTH). Collectively, these changes have resulted in

an 8 per cent reduction in budget levels, when compared to the amount approved, and a 12 per cent reduction, compared to the amount proposed, for the 2016/17 period. Furthermore, in 2017/18 the Secretary-General undertook structured strategic reviews of mission postures and mandates so as to ensure greater resource stewardship and that missions respond better to their mandates. The operational support profile was reviewed continuously in an effort to strive for greater efficiencies and cost control measures.

6. Between 2016/17 and 2018/19, efficiencies were initiated across a range of areas, including through the better use of emerging technologies, shared services, supply chain and environmental management. Those efficiencies have allowed for a reduction of approximately 4 per cent in budget levels compared to 2016/17. A key element of those measures was the Secretary-General's initiative to comprehensively review and streamline aviation assets across peacekeeping, which is expected to result in efficiencies amounting to $51 million in 2018/19. Overall, streamlining is expected to deliver further benefits in 2019/20, as longer-term efforts come to fruition.

7. The efficiency measures have, however, occurred in a wider context of increasing cost pressures, which are largely outside the control of the Secretariat and have the effect of partially offsetting the budget reductions noted above. Those pressures include weakening currencies, higher rates of reimbursement to troop- and police-contributing countries, as established by the General Assembly, an increasingly insecure operational environment and increasing staffing entitlements and costs. Furthermore, the mandated expansion in the number of troops over the past year in MINUSCA (an increase of 922 personnel), MINUSMA (an increase of 1,624 personnel) and UNMISS (an increase of 2,097 personnel), has added to these cost pressures and had the effect of partially offsetting reductions.

II. Direction for future peacekeeping operations

8. Too often, United Nations peace operations face a gap between their goals and the ability to achieve them. In many places, peacekeepers are deployed where warring parties show little commitment to peace, and missions are increasingly targeted by parties to conflict and violent extremists. Dealing with this new reality calls for a serious strategic reform, based on an analysis of the mandates and capacities of the missions and United Nations system partnerships with governments and others.

9. The United Nations has already made reforms that have reduced costs significantly and given greater flexibility to deploy peacekeepers at short notice. Yet more remains to be done.

10. In 2018, the Secretary-General will reach out to Member States, troop- and police-contributing countries, regional partners, host countries and other peacekeeping stakeholders to initiate a strategic dialogue on the serious challenges faced by current peacekeeping operations and to chart a way forward for addressing them. Informed by the recommendations of ongoing independent mission strategic reviews and reports on improving the security of peacekeepers,[1] this initiative will

[1] "Improving security of United Nations peacekeepers: we need to change the way we are doing business", the review led by Lt. Gen. (Retd.) Carlos Alberto dos Santos Cruz of peacekeeper fatalities (November–December 2017); the investigation led by Brig. Gen. Fernand Amoussou into possible failures regarding the protection of civilians by MINUSCA (November 2017); and the special investigation, led by Dmitry Titov, into the killing of at least 15 peacekeepers from the United Republic of Tanzania serving in MONUSCO, on 7 December 2017, have each resulted in a number of recommendations to improve the effectiveness of peacekeeping operations.

seek to galvanize global support for peacekeeping and renew the consensus underpinning this tool.

United Nations response to sexual exploitation and abuse

11. The Secretary-General has put combating sexual exploitation and abuse at the top of his agenda. In his report of 28 February 2017 (A/71/818 and A/71/818/Corr.1), he outlined four main areas of action to address these crimes: putting victims first; ending impunity; engaging civil society and external partners; and improving strategic communications for education and transparency. Those focus areas will involve all staff members and personnel serving under the United Nations flag.

United Nations system-wide strategy on gender parity

12. The United Nations system-wide strategy on gender parity does not cover uniformed personnel, as this category is regulated by a different system than staff. However, peacekeeping is the most visible face of the United Nations in countries where the Organization is most needed. The fact that only 3 per cent of United Nations peacekeepers and 10 per cent of police are women hampers the Organization's protection reach and operational effectiveness and sends the wrong message about who the United Nations serves. The issue is being addressed through the task force on sexual exploitation and abuse, however, it is broader than that issue alone and would benefit from a dedicated strategy to reach the targets requested by the Security Council. The Departments of Peacekeeping Operations and Field Support, with support from the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), are developing a dedicated strategy in consultation with troop- and police-contributing countries to significantly increase the numbers of women peacekeepers and police in peacekeeping missions.

Cooperation with the African Union

13. At his address to the African Union summit, in January 2018, the Secretary-General spoke of many crises in which United Nations peacekeeping forces are deployed, where there is little peace to keep and political solutions are not emerging, and where peacekeepers are being attacked. He regretted the containment role to which peacekeepers were sometimes confined, and he also highlighted the increasing level of casualties and noted that the situation was not sustainable. In this context, the Secretary-General has stressed the need for a redesign of peacekeeping forces; for them to be better equipped, better prepared, better led, more able to protect populations and themselves, but also to have adequate mandates and political and financial support. The Secretary-General has stressed the need for adequate support to African forces in peace enforcement and in counter-terrorism operations, with strong mandates from the Security Council and predictable funding.

Reform agenda

14. The Secretary-General has proposed reforms to the peace and security architecture of the Secretariat (A/72/525) in parallel with a reform of the United Nations development system (A/72/124-E/2018/3). Both are underpinned by a reform of management structures and processes (A/72/492). These reforms will ultimately result in a more integrated United Nations better able to deliver results in a more nimble, coherent, effective, accountable and decentralized manner. In the context of his reform agenda and pursuant to General Assembly resolutions 72/199 and 72/266, the Secretary-General's proposals are being presented to the Assembly at its seventy-second session.

Restructuring of the United Nations peace and security pillar

15. The reform of the peace and security pillar is intended to ensure that the structures at United Nations Headquarters are optimally configured so as to facilitate an integrated approach to peace and security challenges across the entire conflict cycle. The existing Department of Political Affairs, Department of Peacekeeping Operations and the Peacebuilding Support Office would be reorganized into two new departments: the Department of Political and Peacebuilding Affairs, focused on the prevention of conflict, peacemaking, conflict resolution and peacebuilding; and the Department of Peace Operations, focused on providing guidance to peacekeeping and field-based special political missions. The two new departments would share a single political-operational structure under Assistant Secretaries-General with regional responsibilities reporting to the heads of both departments. This arrangement would enable improved regional strategies with combined expertise under unified leadership. Central to this reform is a move away from the notion of separate departments to a "whole-of-pillar" approach. This would also allow for more effective cooperation with the development and human rights pillars of the Secretariat, the broader United Nations system and other partners, thereby enabling the Organization to take a more holistic approach to conflict prevention, crisis management and sustaining peace.

Shifting the management paradigm in the United Nations

16. As the Secretary-General noted in his remarks to the General Assembly upon taking the oath of office, the United Nations needs to create a consensus around simplification, decentralization and flexibility; it must focus more on delivery and less on process; more on people and less on bureaucracy. The solution is to simplify, delegate and decentralize and to move decision-making to the point of delivery, allowing for better and faster responses to requirements on the ground.

17. Under the proposed arrangements, heads of departments, offices, regional commissions and field missions would directly receive delegated authority from the Secretary-General for the management of financial, human and material resources, thereby aligning authority, responsibility and resources, allowing senior managers to be fully accountable for both resource management and programme delivery.

18. In the context of peace operations, in order to effectively support heads of missions in the accountable exercise of delegated authority, the Departments of Management and Field Support are proposed to be reengineered into two new departments, the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, which will support the entire Secretariat. The new Department of Management Strategy, Policy and Compliance would focus on the objective of enhanced transparency and accountability. It would formulate strategy, develop policies and monitor the exercise of delegated authorities to ensure that they are being exercised responsibly. The new Department of Operational Support would focus on the objective of enhanced effectiveness of results and would provide operational support and transactional services, including through service centres established under an accelerated implementation of the global service delivery model.

19. Specific provisions would be implemented as part of the reforms to ensure that the needs of the field are addressed by both new departments. For example, there would be a new Management Client Board that would include rotating seats for representatives of the different entities within the Secretariat, including peace operations of varying nature and scale. This would serve as a forum to allow the Department of Management Strategy, Policy and Compliance and the Department of Operational Support to better understand the needs of their clients. Also, where required, field-specific or Headquarters-specific administrative policies could be

issued, based on the needs of clients, by the Department of Management Strategy, Policy and Compliance, in consultation with the Department of Operational Support.

20. Heads of missions would be fully empowered to formulate their budgets within overall levels established by the Department of Management Strategy, Policy and Compliance; to manage the funds appropriated by the General Assembly; to recruit and manage their personnel; to ensure effective use of innovative technologies; and to procure required goods and services through established mechanisms and within the appropriate guidance. Senior managers would be supported in those functions through a "business partner" function responsible for administrative advice and guidance; internal compliance with the regulations and rules and organizational policies and procedures; operational resource planning and management; and the achievement of benchmarks and goals specified in the accountability framework. The business partner function would also serve as the interface between organizational units and the Department of Management Strategy, Policy and Compliance and the Department of Operational Support. By being accountable for both resource management and programme delivery, senior managers would be able to demonstrate more clearly the relationship between resources and results, and to reflect this in performance reports and other reports submitted to governing bodies.

21. In addition, two pillars of the Department of Operational Support will primarily support peace operations. An operational support pillar will deliver dedicated support to military and police contingents as well as execute tasks most effectively performed centrally, such as overseeing the global supply chain and procuring goods and services such as aviation, fuel and rations. A surge, transition and special activities pillar would provide a dedicated capacity to support mission start-up, expansion, downsizing and liquidation, as well as exercising delegated authorities on behalf of offices and field missions that may lack the ability to accountably exercise those authorities, such as during initial start-up or for small offices with limited administrative staffing.

Integration and harmonization of safety and security services

22. Since February 2015, the Department of Safety and Security has worked to integrate various security service elements through the United Nations Secretariat Safety and Security Integration Project. The project has developed clear ways forward to address the management, human resources and financial challenges of such integration. The aim of the project is to achieve maximum effectiveness of security service delivery through better coordination of the Secretariat's existing security workforce and resources.

23. Prior to 2005, security services to Secretariat personnel and operations were provided by several entities: the Office of the United Nations Security Coordinator's Office, the Security and Safety Service and the security elements within peacekeeping and special political missions. Following the 2003 attack on the Canal Hotel in Baghdad, and the subsequent recommendations made to strengthen and unify the United Nations security management system, the General Assembly decided to establish the Department of Safety and Security in 2004, uniting the Office of the United Nations Security Coordinator's Office and the Security and Safety Service (resolution 59/276). However, the security elements of peacekeeping and special political missions have remained separate, despite facing similar challenges while operating in identical environments with limited security resources. While these entities coordinate on security issues, there continue to be areas of duplication of effort and potential inefficiency.

24. In December 2016, the Secretary-General conferred to the Department of Safety and Security a range of authorities over operational, human and financial resource

management of safety and security resources. Subsequently, the Department published a comprehensive set of implementation guidelines and following significant consultation, a path forward was finalized through the Safety and Security Integration Project on the issue of contract harmonization, whereby all international field-based safety and security staff will be issued Secretariat letters of appointment from April 2018. In coordination with the Department of Management, the Integration Project is working to promote mobility and efficiency across the integrated workforce, including possible delegation to the Under-Secretary-General for Safety and Security to laterally reassign safety and security staff across the integrated workforce. The process of integration will continue in 2018 and beyond, with the initiation of new administrative support mechanisms and the streamlining of the work of the Integration Project with wider organizational reforms being undertaken by the Secretary-General.

Priorities of the Secretary-General for peacekeeping operations for the 2018/19 period

25. In addition to the above, the Secretariat will focus on a number of key areas within peacekeeping operations for the 2018/19 period. These priorities, which are expanded upon in subsequent sections of the report, are as follows:

(a) Supporting effective political engagement, promoting integrated solutions and strengthening conflict analysis;

(b) Protecting civilians;

(c) Implementing human rights mandates;

(d) Forging and strengthening political and operational partnerships;

(e) Delivering mandates in complex and dangerous environments;

(f) Ensuring responsible engagements with host countries and communities;

(g) Providing efficient and effective field support.

III. Supporting effective political engagement, promoting integrated solutions and strengthening conflict analysis

Assessment, planning and strategic reviews

26. The Policy on Integrated Assessment and Planning issued in 2013 governs assessment and planning across the United Nations and provides a framework for integrated and coherent United Nations responses in conflict and post-conflict situations. In 2017, the Departments of Peacekeeping Operations and Field Support initiated a United Nations system-wide review of the policy to reflect the changes in decision-making mechanisms, and specifically the role of the Executive Committee in integrated planning processes. Training on mission start-up planning, strategic assessments and a workshop for field-based strategic planners will further enhance efforts to strengthen all aspects related to the planning of peacekeeping operations.

27. Strategic assessments of peacekeeping missions are crucial for the planning cycle and the Departments of Peacekeeping Operations and Field Support's policy on the planning and review of peacekeeping operations. On 27 July 2017, the Secretary-General requested the Departments to undertake a review of peacekeeping operations. The review methodology introduced the use of "stress testing" strategic options produced by reviews and "red team" exercises in which a team of colleagues, not closely involved with the planning process, identifies and questions potential vulnerabilities in the options under consideration. The review of each mission is led

by an external high-level expert with knowledge of United Nations peacekeeping. The objective is to assess the scope of mission mandates and their operationalization, with particular attention to the presence or absence of conditions for successful implementation, in order to recommend adjustments to mandates, if applicable, to the Security Council and to provide advice as to whether there is an achievable political solution and a viable exit strategy.

28. In 2017, strategic reviews and assessments were conducted of MINUSCA, MINUSTAH, UNISFA, UNAMID, UNIFIL, MONUSCO, UNFICYP and UNMISS. Additional reviews are planned for 2018 of UNISFA, MINUSMA, UNSOS, UNDOF, MINURSO and MINUSCA.

Empowering women and gender mainstreaming

29. In its resolution 70/286 (para. 24), the General Assembly welcomed the continued efforts of the Secretary-General to mainstream gender perspectives in peacekeeping and requested that he ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership. Gender advisers in UNIFIL, UNMIK, MONUSCO, MINUSCA, MINUJUSTH, MINUSMA and UNAMID now report to the Head of Mission. Initial progress reports indicate that this arrangement has heightened the attention across components of the missions to the implementation and monitoring of gender equality and women, peace and security mandates. A preliminary review of the impact of the architectural changes was conducted at the end of 2017, to be followed by a full review in 2018, after the reporting lines of all gender advisers have been moved to report to mission leadership. Military gender advisers are now deployed in six peacekeeping missions, namely, UNMISS, MONUSCO, MINUSCA, MINUSMA, UNIFIL and UNAMID.

30. In order to strengthen accountability, the Under-Secretaries-General for Peacekeeping Operations and Field Support now co-chair the Gender Task Force with respect to peacekeeping operations, which meets on a quarterly basis to provide oversight and support the further integration of women's needs and gender perspectives into all policy, planning and assessment processes, as called for by the Security Council in its resolution 2242 (2015). Their respective Departments are developing an internal compendium of indicators and a gender mainstreaming dashboard, which will help to facilitate the regular monitoring of the implementation of women, peace and security mandates so as to further improve analysis, planning and reporting by the two Departments and to support decision-making by senior management. The Departments will also update the guidance to missions through a revision to the 2010 policy on gender equality in peacekeeping operations and the related action plan.

31. So as to ensure the cohesive implementation of the women, peace and security mandates, the Departments have strengthened their cooperation with United Nations partners in key areas such as gender conflict analysis; developing context-specific conflict profiles to inform mission planning, mandate renewals, drawdowns and transitions; and providing joint support for mission planning and conflict analysis.

32. Achieving gender parity within the United Nations, starting at the senior leadership level, is a key priority for the Secretary-General. At the end of February 2018, women represented 28 per cent of heads and deputy heads of peacekeeping operations, the highest proportion ever achieved at that level. Of the 15 peacekeeping operations, 4 are led by women, including UNTSO, which is now led by the first woman ever appointed as military Head of Mission; the United Nations Support Office in Somalia is also led by a woman. Three other women serve in deputy leadership positions, as "multi-hatted" deputy heads of missions who are simultaneously resident or humanitarian coordinators in United Nations integrated

peacekeeping operations. The upward trend is likely to continue given an increase in the number of women being appointed: women accounted for 46 per cent of appointments at the head and deputy head of mission level in 2017, compared with 22 per cent in 2016.

33. The Departments have developed a strategy, aligned with the broader system-wide strategy on gender parity, to reach gender parity and geographical diversity among heads and deputy heads of United Nations peace operations by 2021. The strategy sets annual targets and outlines various activities to increase the number of female candidates and appointees. In addition, outreach by the Office of Human Resources Management in the Department of Management continues to have a strong focus on attracting women to job areas where gender parity gaps exist.

34. The 2017 global call for nominations to non-specific positions of Special Representatives and Deputy Special Representatives of the Secretary-General in United Nations field missions was a core initiative to increase and diversify the pool of potential candidates for senior leadership functions in the field while increasing transparency and partnership with Member States. The outreach campaign was conducted from February to May 2017 among Member States and regional organizations, as well as through social media, and yielded 719 nominations from 126 nationalities. Women represented 41 per cent of the nominees. The call also resulted in a more varied pool of potential candidates, with a diversity of professional backgrounds and linguistic skills. Of those nominated by governments or other entities, 48 per cent are French speakers and 14 per cent speak Arabic. A total of 41 Member States responded to the call and shared 116 nominations (43 per cent women). The rich pool of diverse candidates nominated through the call has already yielded positive results: nominees, including those nominated by Member States, have been part of several selection processes, resulting in a leadership field appointment in February 2018. In addition, appropriate nominations, of women in particular, have been referred to other groups, such as the senior women talent pipeline, to further share the pool of diverse candidates.

35. Efforts continue with a view to increasing the number of women in uniformed components. The Police Division is establishing a United Nations police female command cadre as a talent pool from which to draw qualified senior female police officers for the upcoming United Nations police commanders course, the senior police leadership roster and vacancies for senior level police posts. Members of the cadre undergo a senior female commanders' preparatory leadership course that addresses the unique challenges and opportunities women face during the recruitment process for leadership positions. The Office of Military Affairs has also set out several initiatives to increase the overall percentage of female officers in military observer and staff officer roles to 15 per cent, including by allowing women with young families to deploy for only six months and by designating that certain posts in missions are to be filled by women only. The Secretariat remains dependent on troop- and police-contributing countries in order to meet these objectives. Building on the pledges agreed to at the peacekeeping defence ministerial meetings in 2016 and 2017, the United Nations continues to encourage Member States to deploy more uniformed women to peacekeeping operations.

Developing leaders

36. Selecting the right leaders and supporting them, as they provide direction and management of peace operations, is vital. Heads and deputy heads of mission are provided with support, including through the leadership partnering initiative, formerly known as the mentoring programme. The initiative was able to transition from its pilot phase, ongoing since November 2014, to a fully funded programme, through voluntary contributions made available in April 2017. As of September 2017,

the Senior Leadership Appointments Section has administered 20 partnerships between a newly appointed head or deputy head of mission and a mentor who is a former or currently serving senior leader, and 13 of those partnerships have been in peacekeeping missions. The programme has been very well received. Depending on the availability of resources, the leadership partnering initiative will continue to be offered to all newly appointed heads and deputy heads of mission. In addition, and with a view to nurturing leadership talent and building a pool of potential candidates for multi-hatted positions in peace operations, such as deputy heads of mission who are simultaneously resident or humanitarian coordinators, the Departments of Peacekeeping Operations and Field Support are sponsoring candidates to go through the Resident Coordinator Assessment Centre on an annual basis.

Programmatic activities

37. Programmatic activities provide a tool for peacekeeping operations to more effectively pursue political progress and mandate delivery through the implementation of specific time-bound interventions, either by missions themselves or through collaborative arrangements with implementing partners. In the 2016/17 period, eight peacekeeping operations (MINUSCA, MINUSMA, MINUSTAH, MONUSCO, UNAMID, UNMIK, UNMIL and UNOCI) used programmatic activities to implement mandated tasks in areas including conflict management; reconciliation; social cohesion; human rights; police, justice and corrections; weapons and ammunition management; and disarmament, demobilization and reintegration. In Mali, for instance, MINUSMA is supporting the operationalization of the Malian Specialized Judiciary Unit on Terrorism and Transnational Organized Crime to strengthen investigations and enable the prosecution of spoilers to the peace process. In the Democratic Republic of the Congo, MONUSCO is helping to reinforce security in five priority prisons, building on its interventions during the 2016/17 period to strengthen prison management, and thereby contributing to the prevention of potentially destabilizing security incidents.

38. Programmatic activities enable peace operations to collaborate with partners, both from within and outside of the United Nations system, in the implementation of mandated tasks when partners enjoy a comparative advantage for delivering those tasks. Such arrangements with implementing partners, which are typically United Nations country team entities, are formalized through memorandums of understanding that detail the expected deliverables and outcomes, as well as project management arrangements and modalities for the payment of operational funds for specific activities such as capacity-building, training, the procurement of material and equipment and specialized technical expertise that is not otherwise available within the mission.

39. Programmatic activities are also used to incubate longer term processes, such as MINUSCA support to the national authorities for the operationalization of the Special Criminal Court in the Central African Republic, in close collaboration with the United Nations country team partners, to hold perpetrators of serious crimes accountable, thereby helping to prevent the escalation of attacks against civilians.

40. Furthermore, programmatic activities are instrumental in facilitating sustainable transitions from peacekeeping to development-oriented engagement, preventing gaps in mandate delivery, as missions draw down, and safeguarding gains in peace consolidation. In Haiti, programmatic activities of MINUSTAH during the 2016/17 period and of MINUJUSTH in the 2017/18 period have served as catalytic investments to enable implementing partners to scale up support as peacekeeping contributions are gradually reduced, in line with Security Council resolution 2350 (2017), which mandates a "continued, progressive transition to development actors". In Darfur, legal aid support has now fully transitioned to the United Nations

Development Programme, following its successful implementation of specific legal aid tasks on behalf of UNAMID during the 2016/17 period.

41. Programmatic activities are critical for United Nations police components to effectively implement mandated policing tasks. In MINUSMA and MINUSCA, they enable United Nations police training and critical infrastructure development efforts to strengthen the capacities and capabilities of Malian and Central African police and gendarmerie personnel. In South Sudan and the Central African Republic, programmatic activities undertaken by UNMISS and MINUSCA facilitate projects in support of the protection of civilians through community violence reduction, sensitization efforts on international human rights law and the prevention and response to sexual and gender-based violence against women and children in protection of civilians sites. In UNAMID, programmatic activities support training in community-oriented policing, which is critically important as the transition advances.

42. Guidance on programmatic activities was issued formally by the Departments of Peacekeeping Operations and Field Support in November 2017. The guidance outlines the governance and oversight required of senior managers, the roles and responsibilities among the various parties involved, and the required criteria, such as establishing the link between programmatic activities and the mission's mandate and strategic priorities. Pursuant to General Assembly resolution 70/286 (para. 68), policy advice and guidance was provided by the Department of Management to clearly and consistently present the cost of such activities when they are included in proposed budgets for missions and to ensure greater transparency in the recording of actual expenditures for such activities. The guidance also provides a process and templates for monitoring and reporting at a detailed level so as to ensure proper oversight. In order to encourage consistency of reporting and facilitate the review of projects, a standard contractual agreement template was developed, in line with the delegation of authority provided to the Director or Chief of Mission Support by the Controller.

IV. Protecting civilians and implementing human rights and rule of law mandates

Ensuring protection

43. Protecting civilians remains a key metric for the success of peacekeeping missions, as demonstrated by the strengthening of protection mandates by the Security Council in MONUSCO, UNMISS, MINUSCA and MINUSMA, as well as the Security Council's authorization of 900 military personnel in MINUSCA, even in a time of financial constraint. Currently, nine peacekeeping missions are mandated to protect civilians, representing 95 per cent of all personnel deployed to peacekeeping operations. The protection of civilians is a whole-of-mission effort and not simply a military task. Accountability for protection falls upon all peacekeeping personnel and not only the men and women in uniform.

44. The Secretariat continues to work on strengthening the strategic and operational capacities of missions to respond to protection threats. In September 2016, following the conclusion of the independent special investigation into the violence that occurred in Juba, South Sudan, in 2016 and the response by UNMISS to the recommendation of the special investigation, the Departments of Peacekeeping Operations and Field Support developed and implemented an action plan to address systemic protection challenges, including strengthening contingency planning and preparedness, conducting rehearsals and table-top exercises and reinforcing existing protection of civilians guidance and training. A policy on accountability for performance of the protection of civilians mandate in peacekeeping was finalized in November 2017.

45. Support for the implementation of protection of civilians mandates includes the provision of guidance and training. The two Departments have developed predeployment training for civilian and uniformed personnel, including leadership training. The Police Division developed guidelines on the role of United Nations Police in implementing protection of civilian mandates in August 2017, supplementing the existing military guidelines and the overarching protection of civilians policy. The Departments of Peacekeeping Operations and Field Support also approved an updated policy on child protection in United Nations peace operations in June 2017, and a new policy on addressing conflict-related sexual violence is currently under development. In May 2017, the Departments finalized a set of comprehensive protection of civilians training modules, which incorporate training on child protection and on addressing conflict-related sexual violence, as well as general protection issues. Specialized training materials on child protection for United Nations Police are also being rolled out. In order to better guide future training efforts, the Departments are completing a training needs assessment regarding the protection of civilians.

46. The Department of Peacekeeping Operations is also engaged in a comprehensive effort to improve the military and police capabilities that can be used in support of protection of civilians mandates, including the Peacekeeping Capability Readiness System and the operational readiness assurance framework. Collectively, these initiatives aim to set clear standards for uniformed capabilities, increase the number and quality of capabilities offered by Member States, assess and improve those capabilities well before deployment, and provide a framework for performance evaluation once in the field.

47. Peacekeeping missions continue to consolidate specialized functions relating to child protection and addressing conflict-related sexual violence into their human rights components. The specialized functions retain their distinct and dedicated capacity required to deliver mandates relating to children and armed conflict and conflict-related sexual violence, while allowing missions to address the broader range of human rights challenges in a more cohesive fashion. This process is complete in MINUSMA and other missions are streamlining the lines of reporting.

48. The Mine Action Service continues to support the protection of civilians mandates through mitigating the threat posed to civilians and peacekeepers alike by landmines, explosive remnants of war and improvised explosive devices. Mine action provides a tangible form of protection by reducing the risk of civilians, in particular such vulnerable populations as internally displaced people and refugees, in post-conflict settings from being killed or injured by landmines or other explosive hazards.

Human rights

49. Human rights components continue to provide technical assistance to government institutions and local stakeholders, contributing to mission-wide efforts to strengthen rule of law institutions and support security sector reform. Comprehensive investigative efforts into past violations in the Central African Republic culminated in a mapping exercise, which will be used by national authorities as a basis to develop their own prosecutorial strategy and to support their national truth and reconciliation efforts. The human rights component in MINUSCA is supporting the police and military components in their work to rebuild the capacities of the national police and armed forces. During the drawdown and closure of missions in general, it will be necessary to ensure that gains achieved in the area of human rights are preserved and consolidated so as to ensure the sustainability of peace. This will continue to require adequate attention be paid to identifying remaining human rights needs and planning sustained United Nations engagement on human rights in countries where missions are in the process of transition.

50. Strengthening the monitoring and reporting of human rights violations will remain a priority for mandate implementation. A comprehensive study, presenting good practices, lessons learned and challenges as regards public reporting on human rights by United Nations peace operations, was finalized in 2017, the recommendations of which will form the basis for the further strengthening of human rights functions. The study found that human rights monitoring and reporting capacities need to be strengthened so as to improve the quality and timeliness of human rights analysis and to support the implementation of peace agreements, enable the political work and good offices of the head of mission, and inform early warning and response efforts for protection.

51. The implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces (A/67/775-S/2013/110, annex) has seen significant progress since the policy was issued. Eight missions have adopted standard operating procedures for implementing the policy and related task forces have been established in many missions to address concrete cases and recommend appropriate action to the mission's leadership. The policy has demonstrated success as a risk-mitigating framework, in particular in the Central African Republic, the Democratic Republic of the Congo, Somalia and South Sudan. Guidance and backstopping will continue to be needed to support the mission leadership, police and military components in the implementation of the policy's mechanisms, the conduct of risk assessments and the joint development of concrete and realistic mitigation measures.

Building peace, rule of law and security institutions

52. Police, justice and corrections components in peacekeeping operations assist host States in advancing the rule of law and the criminal justice chain as part of political processes, strengthening their police, justice and corrections institutions, improving security, and, ultimately, supporting the transfer of tasks to host Governments with the support of United Nations country teams. Mission structures and coordination arrangements with United Nations country teams increasingly reflect an integrated approach to developing and implementing joint human rights, police, justice and corrections strategies and initiatives, which are supported at Headquarters through the Global Focal Point for Police, Justice and Corrections Areas in the Rule of Law in Post-Conflict and Other Crisis Situations. The Standing Police Capacity and the Justice and Corrections Standing Capacity assist with relevant processes in the start-up of new or transitioning police, justice and corrections components through deployments and provision of specialized expertise.

53. United Nations policing enhances international peace and security by supporting Member States to realize effective, efficient, representative, responsive and accountable police services that serve and protect the population through the reform, restructuring and development of relevant institutions. United Nations police also conduct interim policing and provide operational support to the police and other law enforcement services of host States. As recognized by the Security Council in its resolution 2382 (2017), the United Nations police play a critical role across the full conflict spectrum, from prevention to resolution and from peacekeeping to peace sustainment.

54. The United Nations police are supported by the Police Division, which acts as the primary focal point and global lead for police and law enforcement matters and also offers strategic and technical advice to Member States and United Nations senior leadership. The performance of United Nations police components is being enhanced through the implementation of the plan of action set out in the report of the Secretary-General on United Nations policing (S/2016/952). To this end, the Police Division is working to develop new or revised guidance as part of the implementation of the Strategic Guidance Framework for International Police Peacekeeping; generating

United Nations policing capacities and capabilities through enhanced selection and recruitment procedures; undertaking Member State outreach initiatives, including the convening of the second United Nations Chiefs of Police Summit in the first half of 2018; supporting the enhancement of predeployment readiness through the launch of the biannual United Nations police commanders course and revising guidance on the predeployment assessment of individual police officers; enhancing the operational effectiveness of United Nations police; and strengthening accountability measures, including on sexual exploitation and abuse.

55. Justice and corrections components in peacekeeping operations, working closely with national counterparts, continue to help build and sustain peace by strengthening the rule of law in countries emerging from conflict. Those components advance political solutions and contribute to the extension of State authority, the protection of civilians and the fight against impunity in a variety of ways. Examples of such efforts include support for the establishment of a Special Criminal Court, with jurisdiction over atrocity crimes, and the demilitarization of the prison system in the Central African Republic, as well as efforts to help address violent extremism in Mali by strengthening prison management and supporting the work of a specialized unit to investigate and prosecute crimes related to terrorism and transnational organized crime.

56. At Headquarters, the Justice and Corrections Service provides wide-ranging support to justice and corrections components in nine peacekeeping operations. The Service provides substantive and operational support to missions, develops guidance materials and innovative web-based training for Judicial Affairs Officers, trains and deploys hundreds of judicial affairs and corrections officers and engages in partnerships with other actors, including the police and military. The Global Focal Point for Police, Justice and Corrections Areas in the Rule of Law in Post-Conflict and Other Crisis Situations remains a key mechanism for coordinating rule of law efforts, enabling United Nations system entities to jointly deliver mandated tasks and complementary rule of law initiatives with greater coherence, thereby encouraging innovation and leveraging expertise.

57. The Disarmament, Demobilization and Reintegration Section continues to provide guidance and support to mandated disarmament, demobilization and reintegration programming in MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS. In order to address the complex circumstances and lack of political agreement in many of these contexts, community violence reduction programmes have been implemented to lay the foundation for disarmament, demobilization and reintegration and to further stabilization. The programmes contribute to the protection of civilians by using grass-roots community engagement such as vocational training schemes and short-term income-generating activities that provide a disincentive for members of armed groups and at-risk youth to engage in violence. Community violence reduction programmes are currently implemented in MINUJUSTH, MINUSCA, MINUSMA, MONUSCO and UNAMID. The Section is currently developing, within the 24-member Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, updated guidance for practitioners on the United Nations system-wide integrated disarmament, demobilization and reintegration standards. This will include approaches such as community violence reduction and substantive updates in areas ranging from disarmament, small arms and light weapons control, demobilization and children and youth, disarmament, demobilization and reintegration and the prevention and countering of violent extremism.

58. The Security Sector Reform Unit at Headquarters continues to support security sector reforms mandates in five peacekeeping missions, where progress is critical to preventing relapse into conflict and building sustainable security institutions. In Mali, MINUSMA supported the establishment and operationalization of the National

Council for Security Sector Reform (Conseil national pour la réforme du secteur de la sécurité), which defines the strategic direction and sets the national priorities for the implementation of the security sector reform process. In the Central African Republic, MINUSCA provided technical advice on the preparation of the law on the national security policy and the national security sector reform strategy and continues to support efforts to establish the high council for national security (conseil supérieur de la sécurité nationale). With support from the Security Sector Reform Unit, MINUSCA and the European Union developed a support plan on security sector reform and the rule of law in the Central African Republic. Security sector reform components in MINUSCA, MINUSMA and UNSOM have supported the coordination of international support to the security sector. In Liberia, security sector reform provisions have been developed as part of a peacebuilding plan for Liberia in line with Security Council resolution 2333 (2016).

59. Mine action contributes to building peace by protecting United Nations personnel and assets, enabling mandate implementation, reducing the impact of contamination in affected communities and providing opportunities for sustainable development. The work undertaken by the Mine Action Service falls into three broad categories: (a) risk mitigation and clearance of landmines and explosive remnants of war; (b) weapons and ammunition management; (c) and improvised explosive device threat mitigation. Efforts in these areas enable safe patrolling in Abyei and northern Mali, facilitate access for humanitarian operations in South Sudan, protect civilians from explosive hazards during and after operations against armed groups in the Democratic Republic of the Congo and contribute to the security and safety of protection of civilians sites in South Sudan. Efforts by the Mine Action Service to refurbish armouries and train national authorities, including in the Central African Republic, Côte d'Ivoire, the Democratic Republic of the Congo, Mali, Somalia and the Sudan (Darfur), help ensure the safe and secure management of weapons and ammunition, reduce the risk of recirculation of conventional arms, prevent accidental explosions and support compliance with arms embargoes. Over the past two years, the number of ceasefire and peace agreements that integrate provisions on mine action has increased, demonstrating a growing recognition of the importance of mine action to sustaining peace in the aftermath of conflict. As experiences in the Central African Republic, Cyprus and the Sudan show, mine action and weapons and ammunition management can be an effective means for yielding early confidence-building gains and demonstrating valuable peace dividends in complex environments.

V. Forging and strengthening political and operational partnerships

Strategic context of partnerships

60. As pointed out in the report of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446), establishing effective partnerships between peace and security actors is essential in order to capitalize on the impact of international conflict resolution, management and peacebuilding efforts. Regional organizations and mechanisms have deployed military or civilian missions alongside, before or after United Nations peacekeeping operations, requiring considerable coordination and coherence at the strategic and operational levels during all phases of their field presence.

Regional organizations

61. As the nature of conflict continues to evolve, strategic partnerships with regional and subregional organizations and mechanisms will grow in importance, in

particular with the African Union and European Union. The European Union Global Strategy on Foreign and Security Policy, unveiled in June 2016, envisages enhanced support to United Nations peacekeeping and peacebuilding efforts, especially in the areas of rapid response, logistics, security and support. The European Union has deployed civilian and military missions in parallel to United Nations peacekeeping operations with strong coordination during the planning and operational phases, the most recent example being the deployment of the European Union stabilization action in the central regions of Mali. The close cooperation between the two organizations on a wide range of thematic and geographic issues is coordinated through biannual meetings of the United Nations/European Union Steering Committee on Crisis Management.

62. Effective African capacities are increasingly important, both in the context of collective responses to international security issues and for stability on the African continent. The United Nations Secretariat and the African Union Commission continue to work together to enhance their cooperation on peace and security, including through regular meetings and videoconferences at various levels. In the area of operational support, systematic cooperation between the African Union and the United Nations continues. At the political level, annual joint consultations between the Security Council of the United Nations and the African Union Peace and Security Council also continue. In April 2017, the Secretary-General and the Chairperson of the African Union Commission convened the first United Nations-African Union Annual Conference and signed a Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security. The Joint Framework seeks to, inter alia, deepen the partnership between the two organizations in a more systematic, predictable and strategic manner, on the basis of the principles of mutual respect and comparative advantage.

63. Efforts made since the signing of the Joint Framework to enhance the partnership in concrete terms include the signing of a memorandum of understanding between the Mine Action Service and the African Union Commission; Mine Action Service support to the implementation of the African Union Mine Action and Explosive Remnants of War Strategic Framework for 2014–2017 and the development of a joint safety handbook for use by African Union peace support operations; and support to the implementation of the African Union Disarmament, Demobilization and Reintegration Capacity Programme, in partnership with the World Bank. The Department of Field Support also provides support to strengthen the mission support capacity of the African Union Commission by facilitating the participation of two African Union staff members in the Senior Mission Administration and Resource Training Programme since 2016, as well as through a staff exchange programme that began in January 2017.

64. The strength of the United Nations-African Union partnership is best illustrated in Somalia, where the two organizations work hand-in-hand to address the myriad humanitarian, economic, security and political challenges facing the country. The evolution of the partnership has also enabled enhanced accountability and oversight in the delivery of support to AMISOM, through the establishment of joint coordination, planning and reporting mechanisms. In addition, the United Nations Support Office in Somalia is continuing its efforts to assist in the establishment of a set of comprehensive and effective measures and mechanisms to prevent and address human rights and international humanitarian law violations.

65. In a report submitted to the Security Council in May 2017 (S/2017/454), the Secretary-General proposed a framework for mandating and planning to improve the effectiveness of joint action, though further technical work is still required before such measures can be operationalized. Work on developing a creative and flexible transition toolbox continues. In the light of the evolving partnership, the toolbox will

focus on modalities for the coordination of assessment as well as planning, the exchange of information and joint reporting. It will also facilitate strengthening the readiness of the African Standby Force. As part of the follow-up to Security Council resolution 2320 (2016), the Secretariat has begun supporting the African Union in developing human rights and conduct and discipline compliance frameworks for its peace support operations. Significant progress has been made on developing a road map and identifying the various elements for the framework. The tasks ahead are significant and will require the investment of considerable time and resources for both organizations, but the establishment and implementation of such frameworks and capacities will greatly enhance the credibility and the overall ability of African Union operations and, by extension, broader international efforts, to address peace and security challenges in the African continent.

66. The United Nations and the European Union currently have a number of mission-specific support arrangements. In the Central African Republic, these include a force protection agreement and a technical agreement on the provision of life support services, transportation and medical care. In Mali, United Nations support arrangements are being considered to enable the deployment of European Union trainers into the region, while United Nations support for a European Union action in Mopti is also under discussion. A technical agreement that would allow the United Nations to avail of satellite image analysis services from the European Union Satellite Centre is being explored. A framework agreement on mutual support with the European Union is currently being finalized, which will provide a working template to enable the provision of mutual support on the ground between the United Nations and the European Union in a more rapid, predictable and consistent matter than under the existing ad hoc mission-specific arrangements. More important, it would allow for the United Nations and the European Union to draw upon existing capacities in a theatre of operations, thereby enhancing the efficacy of operations and enhancing coordination in the delivery of mandates. In September 2017, the United Nations also signed a letter of understanding with the Secretariat of the Organization for Security and Cooperation in Europe on technical training, cooperation in systems contracts and geospatial information systems.

VI. Delivering mandates in complex and dangerous environments

Addressing the threats of mines and improvised explosive devices

67. The increasingly dangerous environments in which peacekeeping missions operate and the expansion in the range of explosive hazards, including threats from improvised explosive devices, require robust explosive hazard threat mitigation. The Security Council recognized this by adopting a stand-alone resolution on mine action in June 2017 (resolution 2365 (2017)), which stresses the importance of considering mine action during the earliest stages of planning and programming in peacekeeping operations. The Mine Action Service continues to expand and share its technical expertise on the mitigation of the growing threat posed by improvised explosive devices, and improvised explosive device threat assessments are increasingly becoming an integral part of mission assessment and planning processes. The Service is also increasingly called upon to provide targeted support to troop-contributing countries by helping to build their force protection capacity through predeployment and in-mission training, particularly in improvised explosive device threat mitigation. The Service also provided technical support to the Office of Military Affairs in the development of an explosive ordnance disposal unit manual, issued in 2017.

68. The General Assembly, in its resolution 70/286 (para. 33), requested that the Secretary-General report on the possible application of new, innovative techniques,

including the use of animals, for demining activities in peacekeeping operations. The explosive threats currently faced by peacekeeping operations continue to be mostly sporadic and asymmetric in nature, and few missions operate in contexts with well-defined, static minefields or favourable weather conditions for the use of mine detection animals. The Mine Action Service has developed specific improvised explosive device threat mitigation modules to be used in predeployment and post-deployment training for troop-contributing countries, incorporating technological innovations and making recommendations regarding search and detect capabilities, including improvised explosive device component detectors and vehicles. The Service has promulgated a terminology lexicon relating to improvised explosive devices, available in English, French and Arabic, and established a global community of practice for weapons and ammunition management and improvised explosive device threat mitigation to track, exchange and develop expertise in these areas. Explosive detection dogs are already being used in MINUSMA, UNMISS and UNSOS to conduct the search of vehicles and personnel that may be carrying explosives, ammunitions or weapons.

Enhancing rapid force generation, capabilities and the performance of uniformed personnel

69. Since 2013, the Office for the Peacekeeping Strategic Partnership has conducted 13 reviews to identify systemic challenges that affect the ability of uniformed components to deliver on their mandates and documented lessons learned and best practices from field missions. Major systemic issues identified include those related to leadership, executive direction and guidance, integration, planning and coordination, force generation, compliance with mandates, command and control, operational readiness, conduct and discipline, safety and security, the provision of mission support and welfare aspects. The Departments of Peacekeeping Operations and Field Support and peacekeeping missions are in the process of addressing those systemic issues through enhanced direction and guidance, monitoring and evaluations, as well as institutionalizing tailored and mission-specific approaches to enhance field performance. Concerted engagement with troop- and police-contributing countries is ongoing to bridge gaps as regards equipment and the related training of military and police personnel in the use of such equipment.

70. The Strategic Force Generation and Capability Planning Cell continues to help to coordinate efforts across the Departments of Peacekeeping Operations and Field Support to address critical capability gaps in assets, training, rapid deployment and overall performance and to better understand and communicate capability needs to Member States.

71. The 2015 Leaders' Summit on Peacekeeping, at which 51 Member States and regional organizations made pledges of over 40,000 additional troops and police personnel, has been followed by a number of high-level events, most recently the United Nations Peacekeeping Defence Ministerial, held in Vancouver, Canada, and attended by more than 70 Member States. The high-level meetings have generated several significant pledges by a number of Member States, including rapidly deployable capabilities. A total of 238 new military and police units have been pledged, 169 of which are fully registered in the Peacekeeping Capability Readiness System. Since March 2016, the Departments of Peacekeeping Operations and Field Support have organized assessment and advisory visits to 35 countries. As a follow-up to those visits, the Departments coordinated Member State bilateral support for capability development and training for the troop- and police-contributing countries. This significant effort is crucial to broadening the base of contributors and ensuring sufficient capabilities to meet United Nations standards. Going forward, additional priorities will include increased engagement with Member States to identify

opportunities for filling emerging capability gaps and the development of capacity-building partnerships.

72. Significant gaps remain, however, especially for missions in challenging operating environments, such as MINUSMA and UNMISS. The Departments of Peacekeeping Operations and Field Support continue to develop engagement plans with all Member States to find proactive and creative ways to provide the required capabilities. A force generation conference was organized in May 2017 that secured pledges to fill capability gaps in MINUSMA and formed the basis for a longer-term rotation system for select units in that Mission.

73. The Standing Police Capacity and the Justice and Corrections Standing Capacity, both based in Brindisi, Italy, continue to provide rapidly deployable police, justice and corrections experts to peacekeeping operations, particularly during mission start-up, surge and transition phases. During the 2016/17 period, there were multiple deployments from the standing capacities, including to MINUSCA, MINUSMA, MONUSCO, UNAMID, UNMIK and UNMISS. Efforts to enhance the human rights aspect of preparedness and mission readiness of troop- and police-contributing countries have also continued, including through training for the military and police personnel of those countries and in the implementation of the human rights screening policy. In the context of rehatting, the Secretariat is reviewing its methodologies for risk mitigation and the implementation of the human rights screening policy so as to ensure a coherent approach.

Reimbursement to troop- and police-contributing countries

74. The second quadrennial survey on rates of reimbursement for contingent personnel, under the framework approved by the General Assembly in its resolution 67/261 of 10 May 2013, was completed during the 2017/18 period. The results of the survey are presented in A/72/728. As part of the reimbursement framework, proportional deductions to the standard per person rate of reimbursement are made in relation to absent or non-functioning major equipment on the basis of quarterly contingent-owned equipment verification reports from missions. Annex V to the present report provides information to the last quarter of 2017.

75. The triennial meeting of the Working Group on Contingent-Owned Equipment convened in New York in January 2017. The Working Group made recommendations for developing and modernizing the framework relating to contingent-owned equipment (see A/C.5/71/20), which were endorsed by the General Assembly in its resolution 71/296, including the following:

(a) Establishment of standards for United Nations-provided accommodation for military and police units, based on required living conditions (not construction materials), which will have the effect of providing the Secretariat with flexibility in its approach and options to better facilitate mobile deployments;

(b) Accountabilities and incentives established to enhance environmental practices, including the addition of language within the standard memorandum of understanding for each contingent, and introduction of a bonus for compliant troop and police contributor-provided accommodation and a parallel reimbursement framework for efficient or alternative energy generation;

(c) Introduction of a classification framework for (unarmed) unmanned aerial systems deployed to United Nations missions;

(d) Relaxation of thresholds for eligibility for United Nations reimbursement for equipment lost or damaged in hostile action;

(e) Introduction of reimbursement for the maintenance of equipment held ready, with the Secretariat's agreement, to deploy to a peacekeeping mission within 60 days (details are provided in paragraph 76 below);

(f) Measures to enhance medical support, including the introduction of new equipment modules and the establishment of strengthened, stand-alone aeromedical evacuation teams;

(g) Expansion of the categories of ageing equipment that can be rotated with replacements transported at the cost of the United Nations.

76. The Peacekeeping Capability Readiness System was created in 2015 to establish a pool of capabilities at four levels of readiness, with a rapid deployment level as the highest level. The rapid deployment level consists of approximately 4,000 troops for an integrated brigade of three battalions, two formed police and one special weapons and tactics team, enabling and other specialized units. This would require designated contingents to be ready to deploy within 60 days of a request. The Working Group recommended that units that reach the rapid deployment level of the Readiness System should be paid 25 per cent of the maintenance component rates for major equipment during the period for which those units are pledged to the Readiness System, as incentives for troop- and police-contributing countries. Following their endorsement by the General Assembly in 2017, the Readiness System guidelines were approved by the Under-Secretaries-General for Peacekeeping Operations and Field Support. Generic statements of requirements and Readiness System agreement models have been drafted, coordinated and endorsed by the respective Departments.

77. Memorandums of understanding between the Secretariat and troop- and police-contributing countries are essential in the context of mandate delivery, as memorandums signed in advance of deployment ensure that all parties operate within a formal accountability framework and with the full acknowledgement of their respective obligations. As shown in annex V to the present report, there are 38 units currently deployed without a signed memorandum of understanding. Delays in signing memorandums create backlogs and complicate the proper and timely analysis of capability gaps. The Secretariat has increased its follow-up with Member States to ensure that memorandums are signed prior to deployment or as soon after deployment as possible.

Improving medical standards and capabilities in the field

78. Following the adoption of General Assembly resolution 71/296, the Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (A/72/288) has been updated to reflect the recommendations of the Working Group on Contingent-Owned Equipment, including enhanced levels of equipment and personnel for level II and level III hospitals and increased capacity for aeromedical evacuation teams to support concurrent casualty evacuation exercises. These changes are being reflected across all peacekeeping missions through a systematic review of memorandums of understanding with troop- and police-contributing countries.

79. From the medical support side, efforts to safeguard the health and well-being of peacekeepers continue. In the context of the category management approach, as part of supply chain management, the Department of Field Support is developing medical categories to facilitate better market research and assessment of vendor capability. These will allow peacekeeping missions to have better access to standard medical logistics and consumables at a competitive price. Furthermore, a policy on casualty evacuation has been developed and is currently in the final stages of review and approvals. The policy will provide guidance on the conduct and management of casualty evacuations across United Nations field missions based on the 10-1-2

casualty response principle. It sets out minimum requirements to ensure the timely evacuation of United Nations personnel and any other casualties in accordance with the mission mandate, integrating and coordinating the actions of all stakeholders and resources for its effective and efficient implementation in field missions.

80. The Organization continues to review the adequacy of medical support arrangements in the light of the changing operational environment and the high number of fatalities and injuries among peacekeeping personnel caused by acts of violence. The Office of Human Resources Management continues to support the development and implementation of a framework for managing the performance of health-care services in peacekeeping operations, performing on-site assessments of field missions' medical facilities, organizing regional meetings of chief medical officers and head nurses, and providing continuous medical education sessions for medical personnel in the field through online training. The Departments of Peacekeeping Operations and Field Support will review medical support arrangements in high-risk locations, implement health-care quality and patient safety standards in level I, level II and level III facilities, and promulgate standard operating procedures for casualty evacuation (CASEVAC) as part of the action plan to implement the recommendations arising from the independent report on improving the security of United Nations peacekeepers.[2]

VII. Ensuring responsible engagement with host countries and communities

Strengthening environmental management

81. Effective environmental management is central to responsible engagement with host countries and communities in operational settings. The Department of Field Support has set out a vision for the deployment of responsible missions that achieve maximum efficiency in their use of natural resources and operate at minimum risk to people, societies and ecosystems, contributing to a positive impact in those respects wherever possible. The pursuit of responsible deployment continues to be a major organizational priority, in line with General Assembly resolution 70/286, in which the Assembly requested the Secretary-General to continue efforts to reduce the overall environmental footprint of each peacekeeping mission in full compliance with relevant rules and regulations. The Department is now one year into the six-year environment strategy launched in late 2016 across five pillars: energy, water and wastewater, solid waste, wider impact and an environmental management system. Progress has been made in each pillar in refining and building consensus around strategic approaches and in supporting technical implementation on the ground.

82. Rapid progress has been made in developing and rolling out global environmental management systems and tools to provide a foundation for measuring and motivating better environmental performance against appropriate performance and risk indicators across all five pillars of the Department's environment strategy. An environmental performance and risk management framework has been developed that will be used to report a mission score on environmental management in late 2018, as one of the performance indicators for the current period. The score reported will include a composite of indicators of performance, improvement and process across each of the five pillars of the environment strategy. As the quality of data improves over the coming years, with the introduction of metering and the strengthening of baselines, the framework will provide an increasingly robust system for the oversight of both

[2] "Improving security of United Nations peacekeepers: we need to change the way we are doing business", the review led by Lt. Gen. (Retd.) Carlos Alberto dos Santos Cruz.

performance and progress in relation to environmental management by field operations. Improving the quality of data to report against those indicators will continue to be a priority during the first phase of strategy implementation until June 2020. Finally, a standardized template for mission-wide environmental action plans has been promulgated, ensuring that environmental management is seen as a cross-cutting issue, with responsibilities shared across all relevant sections, and providing visibility for mission leadership and for Headquarters as regards mission priorities. All peacekeeping operations have an approved action plan in place for the current period, and action plans will be revised annually by missions to reflect their evolving priorities.

83. Valuable technical assistance has been made available to field missions in order to support progress in the areas of energy, water and wastewater and solid waste. The newly-formed Environmental Technical Support Unit at the United Nations Logistics Base at Brindisi, Italy, has been complemented by resources from the Rapid Environment and Climate Technical Assistance Facility partnership with the United Nations Environment Programme, which has been fully deployed since early 2017. The Assistance Facility and the Support Unit have provided both remote and on-the-ground technical assistance to field missions so as to maximize efficiency and minimize risk. On-the-ground technical assistance provided in 2017 included assistance in respect of the drawdown and liquidation in UNMIL, MINUSTAH and UNOCI; wastewater management in MINUSMA; energy in UNIFIL and MINURSO; solid waste management in MINUSCA and MINUSMA; and environmental management system implementation in UNDOF and UNISFA. Several additional deployments are scheduled and the outcomes will be reflected in the indicators of achievement for individual missions in the context of their performance reporting. Across each of the technical areas, considerable progress has been made in identifying solutions that can respond to common problems across missions, ranging from the introduction of metering, the development of system contracts or the development of training in areas such as the testing of effluent or the management of hazardous waste. Work on implementing the strategy in the 2018/19 period will continue in each of the technical areas.

Preventing sexual exploitation and abuse and other misconduct

84. The United Nations is committed to ensuring that all its personnel deployed globally serve with professionalism, courtesy and dignity and uphold the highest standards of conduct. In order to support and maintain oversight of these efforts as part of core management tasks, the conduct and discipline function is guided by the four strategic pillars of integration, capacity-building, awareness-raising and outreach, and performance-based accountability, within the integrated conduct and discipline framework first introduced in 2011. The zero-tolerance policy for sexual exploitation and abuse remains central to activities under those pillars, and efforts to strengthen the policy have been intensified. The Secretary-General's strategy focuses on putting victims first, ending impunity, engaging civil society and external partners and improving strategic communications for awareness and transparency. As part of those efforts, greater emphasis is being placed on enforcing the obligation for troop- and police-contributing countries to submit comprehensive predeployment certificates covering both operational preparation and conduct and discipline aspects of their contingent personnel.

85. Individually deployed military and police officers are vetted against records in the Misconduct Tracking System prior to their deployment and excluded if any is found to have a record of misconduct during a previous United Nations operation. Members of military and police contingents are checked, upon their arrival and check-in at the mission, against records in the Tracking System. If it is found that an individual who has been deployed has a record of misconduct while in the service of a United Nations operation and has previously been barred from participation in the Organization's peace operations, the individual will be repatriated from the mission

at the cost of the troop- or police-contributing country. A newly released aide-memoire on sexual exploitation and abuse provides support in expanding the knowledge base of military commanders in United Nations peacekeeping operations on this issue.

86. A new website on conduct and discipline was launched in 2017 and further enhances transparency, with more information on case matters and processes being made available. The website also serves as a platform for awareness-raising and for updates on key initiatives. In the area of prevention, the screening of personnel expanded to all categories in 2016 and the tools developed to support these activities continue to allow the Organization to screen thousands of personnel. In addition, the Department of Field Support has also supported system-wide efforts to develop a tool for sharing information to facilitate the screening of personnel against whom allegations of sexual exploitation and abuse have been substantiated. Communications materials, key messaging and awareness-raising tools were also issued to field missions so as to enhance outreach to personnel and to the local communities. The Office of Internal Oversight Services also continues its emphasis in investigating cases of sexual exploitation and abuse, as well as supporting the work of the Secretary-General's Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse for in the implementation of the special measures for protection against sexual exploitation and abuse, as set forth in the report of the Secretary-General (A/71/818 and A/71/818/Corr.1), and will continue enhancing its investigative capacity in this area.

87. An e-learning programme on combating sexual exploitation and abuse was launched at the end of 2016 and became mandatory for all Secretariat personnel in May 2017. The programme is also available on an external platform for personnel without access to Secretariat systems. The e-learning programme complements existing predeployment training and core induction materials and will also be made available in various formats to support predeployment training. In addition, annual quality assurance exercises are conducted, which build on ongoing efforts in case management and allow for regular inventory of the status of open cases, ensuring action in a timely manner. In order to further build conduct and discipline capacities, a continuous learning programme for conduct and discipline personnel in field missions was delivered during the reporting period and is conducted on an annual basis.

88. An update on the Secretary-General's strategy on protection from sexual exploitation and abuse, as set out in his previous report (A/71/818), as well as on the implementation of the programme of action as described in earlier reports (A/69/779 and A/70/729), is contained in the report of the Secretary-General to the General Assembly at its seventy-second session on special measures for protection from sexual exploitation and abuse (A/72/751).

VIII. Providing efficient and effective field support

Performance management

89. The Department of Field Support will continue to strengthen its mechanisms for measuring client satisfaction and enhance related performance measurement. The Department will continue to measure client perceptions through its annual global client satisfaction survey. Action plans have been developed by missions and by divisions at Headquarters to address specific survey findings and the corresponding activities and will be followed up on, in order to identify the impact thereof through future surveys. The core performance framework for field support developed in 2017 will also be refined and enhanced, building on its initial set of indicators by adding a key measure of demand planning for the 2018/19 period. Those measures will continue to nurture a shared understanding of what it means to perform well in field

support, highlighting progress, gaps and challenges in missions for staff, clients and stakeholders.

90. In line with the Organization's commitment to stronger performance management mechanisms, the Department of Field Support has also established a human resources performance and accountability framework aimed at strengthening central monitoring and self-monitoring of key human resources management processes for the field operations the Department supports. The framework includes a performance model that defines strategic and operational objectives and indicators of achievement, as well as dashboards and analytical reports for monitoring performance towards defined objectives. The framework provides the Organization with an effective means of simplifying the oversight and monitoring of human resources management authorities that have been delegated to the field, as well as identifying opportunities to make improvements to various operational activities and initiatives in a timely and data-driven manner.

Shared services in support of field missions

91. Shared services are a key pillar of support to the field. More than 70 per cent of personnel in peace operations are being supported through shared services arrangements, which have been in use for several years.

92. Given the scope and maturity of shared services, the Department of Field Support carried out a review, which concluded in October 2017, to examine the shared services operating model in the field, across field missions, the Regional Service Centre in Entebbe, Uganda, the Kuwait Joint Support Office and the Department of Field Support at Headquarters, with the aim of further strengthening the provision of support to the field and to improve performance for clients. The review also aimed to address the request of the General Assembly, in its resolution 71/272,[3] for a comprehensive study of existing service delivery arrangements of the three locations from which shared services are provided to peacekeeping and special political missions. The review was conducted with an external consulting firm, focusing on areas such as governance, organizational structure and client support, workforce planning and management, processes and procedures, data and systems, knowledge management and performance management, as well as how to implement changes, ensuring a focus on communications and change management. The review identified gaps in the governance structure and suggested modifications to the organizational structure of the Regional Service Centre in Entebbe, in particular in the area of client service, and provided recommendations on processes, systems and performance management. On the basis of experience gained from the service centres and the findings of the review, modifications to the governance structure and to the organizational structure in the Regional Service Centre, are expected, in particular to improve the performance management framework and enhance client support, as well as streamline processes and improve the functionality of systems.

Mission support structures

93. In recent years, there has been a concerted effort to ensure consistency among the functions and organizational structures of mission support components across field missions, while recognizing that some flexibility may be necessary depending on unique operating environments. The intention of the standardized approach is to ensure best practice in terms of client-oriented service delivery, improved synergies between operations and resources, and the transferability of knowledge, experience and expertise, as well as comparability and performance measurement across the portfolio of field missions. Supplementary guidance on mission support structures was issued to peacekeeping missions and special political missions, building on the guidance

[3] See resolution 71/272, part XVII, Global service delivery model for the United Nations Secretariat, para. 2; see also A/71/666, para. 46.

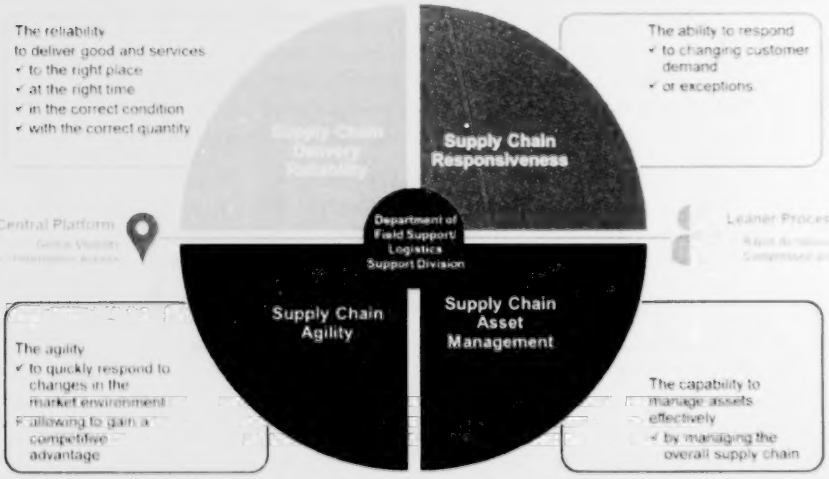
promulgated in December 2014 by the Department of Field Support, which reflects ongoing developments such as the implementation of supply chain management, the further development of shared service provision concepts across the Secretariat, the enhancement of Umoja and the promulgation of the environment strategy.

Improving supply chain management

94. Implementing an end-to-end supply chain management approach continues to be a priority for the Department of Field Support in order to address the logistical constraints of peacekeeping missions in a timely, effective and efficient manner. The supply chain management approach seeks to enable global strategic planning and management based on consolidating the requirements of missions, to optimize strategic sourcing and delivery by leveraging economies of scales and to enhance market research, in close partnership with the Procurement Division, through a category management approach that will allow the Organization to better understand the latest technical specifications of goods and the capability of vendors. The performance of this new approach will be measured through a performance management framework with baselines and key performance indicators that will draw upon data from Umoja and other sources. In order to facilitate the implementation of this end-to-end supply chain management approach, an overall operational supply chain management blueprint to provide overarching guidance on the initiative has been developed and the common organizational framework of the Logistics Support Division and the United Nations Logistics Base has been restructured. Field missions have also started transitioning to a supply chain-based organizational structure through the establishment of supply chain management and service delivery pillars in their mission support structures. Simultaneously, several short-term projects, such as a joint category management working group of the Logistics Support Division and the Procurement Division, have been initiated to enhance the existing business processes so as to complement the overall business transformation initiative.

95. The overarching objectives of supply chain management, which are to improve the effectiveness and efficiency of support to field missions by providing the right products at the right time at the right cost, will be measured in four dimensions, as illustrated in figure I.

Figure I
Supply chain performance


The reliability
to deliver good and services
✓ to the right place
✓ at the right time
✓ in the correct condition
✓ with the correct quantity
The ability to respond
✓ to changing customer demand
✓ or exceptions
Supply Chain Responsiveness
Department of Field Support/ Logistics Support Division
Supply Chain Agility
Supply Chain Asset Management
The agility
✓ to quickly respond to changes in the market environment
✓ allowing to gain a competitive advantage
The capability to manage assets effectively
✓ by managing the overall supply chain

96. The supply chain management blueprint, which was updated in October 2017 in consultation with the Under-Secretary-General for Management, sets out the proposed end-state of supply chain management for the Organization in the development of strategic and annual supply chain planning, and strategic sourcing, including category management, delivery and performance management. The blueprint also highlights activities in relation to, and requiring coordination with, other parts of the Secretariat in order to achieve this end-state, while maintaining the necessary internal controls and segregation of duties. The blueprint remains a living document under continuous review and is updated to reflect progress in the overall implementation of supply chain management by the Department in coordination with other key stakeholders.

97. A key component of the supply chain management initiative is the training of staff at Headquarters and in field missions. A comprehensive learning project has been developed in consultation with the Department of Management and will provide staff with both virtual and classroom training opportunities across a variety of supply chain-related competencies. A core component is a web-based training platform to be implemented in 2018 and made available to all relevant field staff. In addition, staff at Headquarters are being trained on the supply chain operations reference model, which is the industry-standard framework for supply chain management decision-making.

Fostering technology and innovation

98. Repositioning field information and communications technology operations to become the effective delivery vehicle for innovative and new technology solutions in support of field mission mandate implementation is a key priority, in line with the more innovation-driven, strategic and results-oriented approach. Technology-centred innovation has the potential to be a transformative force in implementing the Organization's field-based mandates. In its core operations, the information and communications technology function has been on the forefront of deploying new technologies and implementing change management practices across field operations. Individual missions, driven by mandate requirements, have been active in the application of targeted innovative solutions.

99. Innovation continues to be fostered by the Secretariat through pilot projects and engagement with Member States through the Partnership for Technology and Innovation in Peacekeeping. The three symposiums held in conjunction with Member States and academia have, to date, resulted in the development and implementation of solutions in the areas of force protection, information security and training and the United Nations open geospatial information systems initiative, for which Member States have agreed to collectively support open source-based geospatial information systems technology so as to enhance United Nations peacekeeping operations.

100. The Departments of Peacekeeping Operations and Field Support are focusing on a number of high-impact areas as part of an innovation and technology workplan, namely, mission and force protection, situational awareness, electricity generation and conservation, medical support, transportation, water management and the protection of civilians. In the area of situational awareness, a programme to establish a standardized and integrated approach towards the strengthening of situational awareness and information analysis in field operations has been initiated, as part of the follow-up to the memorandum issued by the Secretary-General in January 2017 on strengthening information management, coordination and crisis management arrangements. The objective of the programme is to facilitate the coherent presentation of situational awareness data on a common, easily accessible and visual platform, in order to support missions in their daily operations and crisis management as well as in their analysis and reporting mechanisms so as to improve medium and

longer term decision-making. In force protection, pilot projects have been launched in the Central African Republic and Mali. While the projects have proved to be effective, saving lives and enhancing mission protection capabilities, the implementation of the projects has also demonstrated the challenges of integrating new technologies into day-to-day mission operations.

101. Efforts to update supportive information policy and training have also been made, including as regards the handling of information, records management and access to information. A mandatory peacekeeping-wide training effort has been implemented to make all staff aware of information sensitivity and how to handle confidential information. Records and document management is also being strengthened, including through the introduction of new tools for the retention of records of mission activities, thus helping to facilitate greater transparency. Initiatives are also under way to allow staff at various levels to better leverage data so as to support activities ranging from the measurement of performance to the analysis of conflict dynamics. User-friendly tools for managing, organizing and visualizing data in maps, charts and graphs have been developed. The introduction of business intelligence tools and data analytics have been taken up and integrated into many programmes.

Update on information technology projects

102. The provision of a sufficient quality of bandwidth to field mission locations is fundamental to the successful delivery of technology services to field operations and has been an ongoing challenge given the environments in which missions operate. The requirement for bandwidth will increase as field missions require more centralized voice, data and video services and with the increasing use of cloud computing. Bandwidth remains one of the main drivers in delivering effective services to field operations. In order to manage requirements, United Nations peacekeeping operations have taken advantage of substantial advances in both bandwidth technologies and in the ways in which these technologies can be managed and optimized. For example, missions are increasingly relying on low-orbit satellite technology, which is capable of faster connectivity, thereby delivering higher bandwidth and lower latency than traditional satellites and providing better performance and improved end-user experience.

103. A pilot project to obtain low-orbit satellite services from the new satellite service O3b (Other 3 billion) was completed in June 2017, after which a comprehensive analytical report was finalized, based on the performance of O3b. The report illustrated significant improvements in performance from both the technical and end-user perspectives when compared to existing satellite services. The report included cost-benefit analyses and identified best practices and lessons learned to inform future implementation decisions. Having been successfully piloted as a requirement of information and communications technology governance, O3b can now be utilized by field missions as part of a suite of connectivity options that require low-latency satellite-based Internet provision services. While that technology delivers increased quality of service at reduced rates, the demand for Internet services will continue to rise, although the cost effectiveness of the system is expected to offset the increased consumption.

Efficiency measures

104. The cost of peacekeeping runs in parallel with the demand for United Nations engagement. Ongoing concerns about the affordability of peacekeeping need to be addressed if desired programmes are not to be put at risk by budgetary constraints. Meaningful reductions in costs can be best achieved if efforts are made by all stakeholders in the peacekeeping partnership, including through adjustments to

mission mandates, matching requirements to troop and police capabilities and aligning staffing and operational resources. Efforts on the part of the Secretariat to reduce costs have yielded results in recent years. Notwithstanding the increasing costs of individual missions, the overall cost of United Nations peacekeeping operations on a per-peacekeeper basis decreased by 19 per cent from 2008/09 to 2017/18, when adjusted for inflation.

105. In aligning staffing and other operational resources within peacekeeping missions, the Departments of Peacekeeping Operations and Field Support have pursued a number of efficiency initiatives in key resourcing areas, including both cross-cutting measures and measures specific to individual missions. Recent major initiatives include the introduction of supply chain management, the expansion of support by shared services centres and the implementation of the Department of Field Support environment strategy. In order to further ensure that mission structures are best configured to capitalize upon those initiatives, field missions will reorganize their mission support components in a manner that will provide end-to-end service in field support areas, integrate units at multiple levels and recognize the importance of client servicing and orientation.

106. In planning for the 2018/19 period, care has been taken to ensure existing equipment and facilities are better utilized and that excess or unutilized assets are transferred, in particular from closing missions, to other missions that need those assets. MINURSO plans to replace old vehicles with those in better condition from UNMIL, thereby reducing acquisition costs while updating its ageing inventory. Apart from MINUSMA, where camp construction activities are still needed to accommodate troops deployed to regional locations, field missions are focused on using engineering assets for environmental initiatives and the refurbishment of dilapidated structures. Environmental management initiatives will allow for efficiencies in areas such as fuel consumption, generator acquisition and utility usage, as well as longer-term gains through reduced consumption of supplies and spare parts.

107. The Department of Field Support has implemented a new methodology for the calculation of reimbursement for the rotation of contingents under letters of assist. Previously, the settlement of claims to troop- and police-contributing countries was determined on the basis of the lowest bid identified during market surveys undertaken with the Procurement Division. The Contingent-Owned Equipment Manual, in its latest update, states that Member States are to be reimbursed in an amount up to the level it would have cost the United Nations to arrange the same movement (see A/72/288). The Department of Field Support conducted a comprehensive review of actual payments under letters of assist between November 2016 and August 2017 and compared payments to the actual cost of operating the Boeing 767 aircraft under the long-term service agreement for movement of the same passengers on the same routes. The analysis found that the terms of the Boeing 767 contract would have resulted in costs approximately 15 per cent lower than those reimbursed under letters of assist. The new methodology for determining payment under letters of assist, based on the actual operational costs of the Boeing 767, has been implemented. The new methodology will reduce the time required to establish letters of assist and will allow for a more consistent and transparent approach with respect to all troop- and police-contributing countries.

108. The Department of Field Support also continues to review and optimize the vehicle holdings of missions as part of budget reviews and during vehicle acquisition, taking into account the operational needs of the field missions. The Department was able to significantly reduce excess holding of vehicles during the 2016/17 period and has updated the vehicle entitlement ratio in the Standard Cost and Ratio Manual. In 2017, the Department also established a number of new systems contracts for the provision of light passenger vehicles that will enable the field missions to replace, as

applicable and taking into consideration local circumstances and operational requirements, their heavy duty 4x4 vehicles with less costly sedans or crossovers. This should result in lower purchase prices and running costs and will also reduce greenhouse gas emissions. Furthermore, the Department is also in the final stage of establishing a contract for the provision of an online fleet management and vehicle tracking system, which will enable missions to right-size their fleets and reduce the number and frequency of breakdowns.

109. The provision of quality rations for peacekeepers continues to be a priority, while ensuring cost effectiveness and efficiency in the management thereof. A new rations management system, developed and supported by the Office of Information and Communications Technology of the Department of Management, is in place, along with a framework for assessing vendor performance. Currently, the system has been implemented in MINUSMA, MONUSCO, UNAMID, UNFICYP, UNIFIL, UNISFA and UNMISS. The implementation of the system in MINUSCA, UNSOS, MINURSO and UNDOF is scheduled for 2018.

110. The effective and efficient management of fuel operations also remains a high priority for the Department of Field Support. Currently, fuel services are provided in missions mostly through the establishment of turnkey contracts, which include the use of commercial fuel services. The Department of Field Support and the Department of Management (Procurement Division), along with the Office of Legal Affairs, completed the update of the model contract for turn-key fuel contracts to reflect new practices, including for services provided through commercial facilities, fuel support services not included in prior contract models, the establishment of acceptable performance levels and clearer environmental obligations. The new model contract will be used in the current solicitation for UNMISS and any future solicitations for fuel services. The initiative complements the development of supply chain processes for high-cost commodities and services. In order to better manage fuel resources, control the fuel consumption of equipment and avoid fuel waste, the Department of Field Support intends to complete the implementation of the electronic fuel management system, developed and supported by the Office of Information and Communications Technology, across all peacekeeping missions by June 2018.

111. In 2017, as directed by the Secretary-General, a comprehensive review was conducted of aviation in field missions so as to derive immediate benefits without compromising operational requirements and develop standard guidance for enhancing the cost effectiveness and efficiency of air operations. The review examined aviation management using a three-pronged approach of (a) systematically analysing and adjusting the composition of utilization of each mission's air fleet against clear benchmarks, and seek alternative solutions; (b) reducing non-essential flights and utilizing fewer aircraft for more hours; and (c) conducting a thorough analysis of military requirements that justify the composition and deployment of military helicopters. The Secretariat also completed a review of roles and responsibilities between the Air Transport Section at Headquarters, the Strategic Air Operations Centre at the United Nations Logistics Base and the Transportation and Movements Integrated Control Centre.

112. While already tasked with coordinating the most efficient selection of air assets for flight operations, the Strategic Air Operations Centre has further broadened the scope of its activities to include the scheduling and coordination of dedicated air support to contingent troop rotations. The shift of this role from Headquarters has allowed, through the maximization of currently assigned staffing with associated aviation expertise, for the deployment of a second widebody aircraft, resulting in the immediate realization of further savings and efficiencies under troop rotation costs. The augmented responsibilities of the Strategic Air Operations Centre were implemented effective February 2018.

113. With a planned expansion of standby, on-call and reserve aircraft, as well as a request for proposal for a new contract for troop rotations, which is expected to result in multiple shared aircraft options, the Strategic Air Operations Centre is positioned to further coordinate and provide oversight to an expanded shared United Nations dedicated and standby fleet by the end of 2018. Ultimately, that arrangement would provide for a reduced, yet more efficient, effective and agile dedicated fleet and more cost-effective troop rotations, as well as allow for the reduction of current dedicated mission fleets in some locations. It would increase operational agility and responsiveness, providing the correct aviation solution at an effective short-term price. In addition to shared commercial aircraft, a military C-130 is expected to provide support to missions in a shared capacity, via a shared scheduling modality headquartered at the Strategic Air Operations Centre beginning in August 2018.

114. The Department of Field Support is endeavouring to increase the utilization of the aviation information management system following its deployment across all missions. The system is a comprehensive platform that supports the contracting, planning, tasking and invoicing of air operations and helps automate the business processes associated with the management of the United Nations fleet of leased aircraft. It allows for visibility in real time of all the data related to contracts, planning and operations of all United Nations aircraft, ensures the integrity of those data and provides for automated payments. The system is on track to be fully implemented in 2018.

115. The utilization of unmanned aerial systems in peacekeeping missions continues to evolve. Lessons learned are being systematically captured in order to optimize the procurement, generation and use of those services and overcome the initial challenges encountered in their procurement, deployment and utilization. Requirements for such services must continually adapt to dynamic operational scenarios in the field. Guidance has been developed to support missions in their review of requirements. A request for proposal has been completed for MONUSCO, with delivery in October 2018. Requirements for MINUSCA will be reviewed in the first quarter of 2018 and three tasking lines of unmanned aerial vehicles will be deployed in MINUSMA in March 2018. The market continues to develop more effective and efficient technology, providing more options to meet the specific needs of field missions, including manned and unmanned systems. All options will continue to be explored, where practicable.

Transition and workforce planning

116. The Departments of Peacekeeping Operations and Field Support continue to strengthen field operations through close monitoring of the leadership requirements in the field and the timely appointment of skilled leaders, according to the process outlined in the Departments' standard operating procedures on vacancy management and succession planning for civilian heads and deputy heads of mission. Following a review by the Senior Leadership Appointments Section of assessment tools used in the selection of candidates for senior leadership positions in the field, several measures to increase the validity and reliability of the assessment process were developed and incorporated into the United Nations system-wide strategy on gender parity. The Senior Leadership Appointments Section will seek to introduce such enhanced selection tools as personality tests, situational judgment questionnaires and new scenario-based interview questions into the selection process for heads and deputy heads of mission during the 2018/19 period.

117. Efforts continue to ensure that individuals who are considered for senior leadership positions in the field adhere to the highest standards of ethics, conduct and integrity. The names and résumés of all potential candidates are systematically shared with the Office of the United Nations High Commissioner for Human Rights to

examine whether the candidates have been involved, by act or omission, in the commission of any violation of international human rights law or international humanitarian law. Potential candidates are also asked to sign self-attestations to attest they have not committed any human rights violations. In addition, the conduct and discipline records of those candidates with prior service in United Nations field missions are reviewed prior to any appointment. Furthermore, candidates for positions at the Assistant Secretary-General and Under-Secretary-General levels are required to complete a pre-appointment declaration of interest form, which is shared with the Ethics Office for review. The process is intended to identify, prevent and manage any conflicts of interest that may arise should the candidate be appointed to a position.

118. A number of field missions have recently undergone a transition, downsizing or liquidation. Support to all staff serving in peace operations in such circumstances remains a priority for the Organization. The Office of Human Resources Management, working closely with the Department of Field Support, is developing a comprehensive downsizing policy. Pending the finalization and promulgation of that policy, dedicated capacity within the Department of Field Support provided ongoing support and guidance to UNOCI, MINUSTAH and UNMIL on planning and monitoring the drawdown of civilian staff. This has allowed for the effective continuation of mission operations, while concurrently enabling the mission to focus on liquidation activities. Support includes the provision of lateral reassignment opportunities under the authority of the Under-Secretary-General for Field Support, helping affected staff members with interview preparations, offering career counselling and proposing possible alternate choices. Such targeted support is intended to avoid the costs of termination of continuing or permanent appointments, to improve the recruitment lead time for staff in field operations not affected by downsizing and to reduce the impact of downsizing on mission mandates and outputs.

119. The Department of Field Support, in collaboration with the Office of Human Resources Management, has developed staff selection guidelines for locally recruited staff. It has also developed guidelines on nationalization in peace operations, which provide an overarching framework, principles and tools to support the use and development of national staff capacities in peace operations. Furthermore, the International Civil Service Commission, in the context of its review of the use of the various staff categories, made recommendations on revised criteria for determining whether functions should be performed by staff in the Field Service category or in the National Professional Officer category. The recommendations, if adopted, will provide increased flexibility and clarity in the use of these categories of staff. This will enable better workforce planning and staffing in field missions through the use of appropriate staffing capacities in line with the mandated and operational activities during the different cycles of a mission's lifespan.

IX. Budget preparation and financial management

Umoja and the International Public Sector Accounting Standards

120. Umoja now covers a vast range of functions, spanning financial accounting, cost and management accounting, funds and grants management, cash management and treasury, procurement, supply chains, logistics, facilities management, real estate management, equipment maintenance, project management, service delivery, workforce management, time management, benefits management, payroll, taxes, organizational management and travel management, among others.

121. The deployment of Umoja cluster 5 in November 2016 constituted a challenge, owing to the significant amount of cleansing and enrichment of data undertaken in

several legacy systems and change management activities. Cluster 5 entailed the implementation of Extension 1 (including workforce planning, personnel administration, benefits management, time management, payroll and organization management, but excluding travel management) for national staff and individual uniformed personnel, including employee self-service for national staff. The implementation was facilitated by the consolidation of mission payroll operations into two centres, the Regional Service Centre and the Kuwait Joint Support Office.

122. The financial statements module was launched for peacekeeping operations in August 2016, using Umoja as the backbone for compliance with the International Public Sector Accounting Standards (IPSAS). This has resulted in an accelerated and more streamlined process for the consolidation of financial statements, better audit trails, a centralized view of Umoja data and the release of skilled resources for better analytical reporting. Financial statements for the peacekeeping operations for the year ended 30 June 2017 were successfully prepared.

123. The migration from Galileo to Umoja supply chain management involved three critical components: (a) cleansing and enriching Galileo data to conform to Umoja requirements; (b) cleansing and enriching material master data and real estate data; and (c) enhancing the Umoja supply chain management functionality to include all of the Galileo functionality. Data cleansing and enrichment were undertaken centrally in a "data factory" in Brindisi, in coordination with field missions. Property, plant and equipment and inventory for peacekeeping and special political missions were successfully migrated to Umoja in September 2017; the Umoja supply chain functionality for all peacekeeping and special political missions went live on 5 September 2017.

124. With the replacement of Galileo by Umoja, the asset accounting systems across the Organization are now harmonized into a single IPSAS-compliant financial system, allowing for more effective monitoring. The global visibility of detailed information in real time for financial, budgetary and operational purposes should lead to the improved management of assets.

125. Umoja Extension 2 processes include a number of projects as described in the ninth progress report of the Secretary-General on the enterprise resource planning project (A/72/397). In addition to the supply chain management initiative, some of the projects envisaged for enhancing financial management for peacekeeping missions include:

(a) The strategic planning, budget formulation and performance management project, which will capture the entire cycle from strategic planning, budgeting, execution, monitoring and reporting across funding sources (i.e., programme budget, peacekeeping special accounts, extrabudgetary sources and the cost recovery mechanism);

(b) The implementing partner management project, which will further enhance interaction with the Secretariat's implementing partners, including those for programmatic activities, by providing a portal and tools for such partners to request funds from the Secretariat, record the progress and submit other performance details;

(c) An end-to-end solution for reimbursements and payments to troop- and police-contributing countries; the solution can be deployed in modules by the end of 2018, with priority given to the replacement of the government claims management system, and will require dedicated resources in business units for deployments to field missions;

(d) Force management, which includes the development of a plan to support the Secretary-General's proposals for a new mission or for adapting an existing mission. The planned deployment by the end of 2018 is being affected by the higher

priority given to the project relating to reimbursements and payments to troop- and police-contributing countries.

Improvement in budget formulation and presentation

126. The General Assembly, in its resolution 70/286 (para. 14), stressed the importance of further steps towards improving budget presentation and making more accurate forecasts. In that regard, in order to ensure clarity and consistency and to improve the classification and reporting of expenditures, the Secretariat has reviewed the presentation of budget reports against historical data on actual expenditures for all missions as recorded in Umoja. As a result, training and guidance were provided to missions, in cases where familiarization was needed. In addition, changes have been made to the structure of budget classes and subclasses within Umoja to improve the budget presentation and provide more detailed information so as to enable missions to budget and report expenditure in a standardized manner, while maintaining detailed information for comparison and decision-making purposes.

127. The changes include: (a) the merging of communications and information technology classes, as well as the streamlining of subclasses based on the recording of expenditures in Umoja; (b) the new budget lines to delineate between individual consultants and consulting services; (c) a new budget line for "Contingent marine operations", under military contingents, to identify resources in relation to military marine operations; (d) refining and renaming the facilities and infrastructure subclasses, including construction-related items and safety and security equipment and supplies; (e) the new budget lines for individual contractual services and implementing partners and grants under other supplies and services; and (f) renaming of "Air transport" as "Air operations" and "Naval transportation" as "Marine operations", with a budget line item for "Marine equipment and vessels" to reflect the acquisition of sea containers.

128. The changes described above result from a detailed examination of historical expenditure data across all missions in Umoja, which identified the most commonly used expenditure commitment items, as well as those that are largely underutilized or not relevant. The expenditure categories listed above reflect how commitment items for goods and services are commonly used and recorded in Umoja. This should align budget resource requirements with actual expenditure (in line with the material master of goods and services), and should improve the analysis and reporting of variances between appropriation and actual expenditure in performance reports. In order to ensure transparency and better monitoring, analysis and reporting, peacekeeping missions will also create project structures in Umoja to record the utilization of approved resources across individual projects.

Improved budgetary and financial control

129. The General Assembly, in its resolution 70/286 (para. 11), reiterated the importance of strengthened accountability in the Organization and of ensuring greater accountability, inter alia, for the efficient and effective use of resources.

130. The Office of Programme Planning, Budget and Accounts has taken several steps to improve the system of delegation of financial authority so as to ensure that authorities are exercised effectively. Delegation of authority is given to staff members on the basis of the needs associated with their functions and roles. This has enabled authorized staff to act immediately upon appointment to their functions and to obtain guidelines on the authorities to be exercised. The Office has also implemented a new information technology tool for the delegation of authority, (known as Unite DOA) using iNeed, to route delegations of authority. Budget execution and financial

management tools in Umoja are being used to strengthen the management and efficient utilization of resources.

131. Pursuant to the endorsed recommendations of the Board of Auditors and of the Advisory Committee on Administrative and Budgetary Questions, as well as the comments of the Independent Audit Advisory Committee, an annual statement of internal control is being developed for implementation across the Secretariat, including at peacekeeping operations by 2019. This is in line with the Secretary-General's reform proposals to redouble efforts to strengthen internal controls. The project is set up around four areas of work, including the assurance process, training, an internal control advisory group and the governance, risk and compliance module in Umoja. An internal validation exercise will be carried out with participating departments and field offices in order to finalize the control and priority requirements. Work in this regard must be aligned with other parts of the reform, including the global service delivery model, increased delegation of authority and any structural changes. According to the plan for the annual statement of internal control, all heads of departments, offices and missions will be required to submit an annual assurance statement to the Controller affirming that internal controls are present and functioning in their respective areas of responsibility.

132. The Office of Programme Planning, Budget and Accounts continues to monitor approved resource utilization during budget implementation with missions, providing guidance on the timely utilization of resources while enhancing adherence to approved appropriations. An overall 98.6 per cent of the resources approved for the 2016/17 period were utilized towards the implementation of mission mandates, compared to 96.6 per cent for the prior period (2015/16). Two missions (UNISFA and MINUSMA) achieved a budget implementation rate of 100 per cent for the 2016/17 period. Budget implementation rates improved for 10 other peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNMIL, UNMISS and UNOCI) and for the support account for peacekeeping operations. In 2016/17, the difference between the final approved budget and total expenditure exceeded 5 per cent for only one mission, MINUSCA, and for the Regional Service Centre, compared to five missions in the 2015/16 period and eight missions and the United Nations Logistics Base in the 2014/15 period. The budget performance of MINUSCA was characterized by challenges in the planned construction projects and in the deployment of the unmanned aerial system; and the Regional Service Centre was characterized by lower requirements for facilities and infrastructures.

133. Redeployments between groups and classes of expenditure remain an essential feature of allotment management to provide missions with the required flexibility to deliver on their mandates and proactively meet the shifting operational priorities in response to both internal and external factors. The 2016/17 period reflected improvement in budget implementation with regard to the management of allotments, especially in connection with financial year-end closing, to ensure that periodic redeployments are made to reflect the expenditures within budget class. This was demonstrated by the improvements noted by the Board of Auditors on budget formulation and management and reflected in annex II to the financial statements for the year ended 30 June 2017 (see A/72/5 (Vol. II)). Redeployments between different classes of expenditure were limited to those that were justified by operational requirements and changes in budgetary assumptions.

134. As noted in the report of the Secretary-General on the overview of the financing of peacekeeping operations (A/71/809, para. 132), in the 2015/16 period overspending against consultants and official travel was observed across the board ($11.1 million and $9.4 million, respectively). A technical change in Umoja was implemented to enhance the oversight of expenditure relating to consultants and travel and to reduce related variances compared with approved appropriations.

Redeployments in the 2016/17 period for consultants and official travel consequently decreased to $1.8 million and $7.2 million, respectively.

135. The improvement in budget implementation was also evident in the decrease in the cancellation of prior-period obligations, from $218.1 million in the 2015/16 period to $130.6 million in the 2016/17 period, and the decrease in the level of unliquidated obligations. During the period, greater attention was paid to monitoring the utilization of resources, especially the proper recording, liquidation and/or cancellation of obligations.

X. Overview of financial and human resources for peacekeeping operations

2017/18: financial status of peacekeeping operations

Active peacekeeping missions

136. The United Nations currently supports 16 active peacekeeping operations, comprising 13 peacekeeping missions, funded under individual special accounts; two long-standing peacekeeping missions, UNMOGIP and UNTSO, which were established long ago under the programme budget, and UNSOS, the logistical support operation in Somalia.

137. In terms of recent changes, in its resolution 2350 (2017), the Security Council mandated the closure of MINUSTAH by 15 October 2017. The closure of MINUSTAH was followed by the establishment of MINUJUSTH, from 16 October 2017 (mandated by the Council in the same resolution), which thereby continues the United Nations peacekeeping presence in Haiti. In addition, the Council mandated the withdrawal of UNMIL from Liberia by 30 April 2018, pursuant to its resolution 2333 (2016). As a result, the planned number of active peacekeeping missions for the 2018/19 period will be 15 in total.

138. At the time of the preparation of the present budget report for active peacekeeping operations, a total of eight strategic reviews, mandated by the Security Council, had been conducted in respect of UNISFA, UNAMID, UNFICYP, MINUSCA, MINUSTAH, UNIFIL, MONUSCO and UNMISS, as well as a civilian staffing review of UNAMID. Recommendations from those reviews have been considered in the context of the proposed budgets for the respective peacekeeping missions for the 2018/19 period. Additional strategic reviews are being conducted in 2018 with respect to UNDOF, UNISFA, MINUSMA, UNSOS, MINURSO and MINUSCA as well as a civilian staffing review of UNFICYP.

Closing peacekeeping missions

139. The United Nations Operation in Côte d'Ivoire, which withdrew from Côte d'Ivoire at the end of June 2017, will continue its liquidation activities throughout the current period. Since July 2017, the liquidation and completion accounting has been undertaken by dedicated teams in the Regional Service Centre and at Headquarters, which, inter alia, ensure all separations of staff are properly finalized and that payments are made. The General Assembly authorized the Secretary-General to enter into commitments in respect of expenditures related to the mandated operation and liquidation of the Operation that are identified after the closure of the Operation (see resolution 71/271 B, para. 9). Under that mandate, the dedicated teams continue to identify liabilities, which are being charged to the special account for UNOCI. The performance report of UNOCI for the 2016/17 period (A/72/655) is being presented to the Assembly for its consideration. It requests the Assembly to take a decision on

the return of the unencumbered balance of $5.4 million and other revenue amounting to $16.6 million to Member States.

140. The liquidation of MINUSTAH, which was planned to be concluded by December 2017, has continued into the 2018 calendar year. The ongoing activities are expected to be substantially completed by the end of June 2018 and the Mission's approved resources for the 2017/18 period are expected to be sufficient to meet the cost of liquidation and the settlement of its known liabilities. The performance report of MINUSTAH for the 2016/17 period (A/72/689) is being presented to the General Assembly for its consideration. It requests the Assembly to take a decision on the return of the unencumbered balance of $8.1 million and other revenue amounting to $6.3 million to Member States.

141. UNMIL will conclude its mandate by 30 March 2018 and complete the withdrawal of all uniformed and civilian components other than those required to complete the Mission's liquidation by 30 April 2018. All major liquidation activities such as the closure of sites and disposal of assets are expected to be completed by 30 June 2018, and from July 2018, completion accounting will be undertaken by dedicated teams in the Regional Service Centre and at Headquarters. Completion accounting will continue during the 2018/19 period. The performance report of UNMIL for the 2016/17 period (A/72/640) is being presented to the General Assembly for its consideration. It requests the Assembly to take a decision on the return of the unencumbered balance of $4.3 million and other revenue totalling $6.8 million to Member States. It also requests the Assembly to grant a dispensation (in line with the dispensation in respect of UNOCI) to continue recognizing expenditures related to the mandated operation and liquidation of the Mission, which are identified after the closure of the Mission, and to use the Peacekeeping Reserve Fund for cash flow purposes if necessary.

Closed peacekeeping missions

142. Information on the financial position of 29 inactive and closed missions is set out in a separate report of the Secretary-General, (A/72/649), which is being presented to the General Assembly for its consideration. The report provides an update, as at 30 June 2017, on the original report of the Secretary-General, A/66/665, the consideration of which has been deferred by the Assembly for six years. As at 30 June 2017, of the 29 closed missions, five had net cash deficits totalling $86.0 million owing to outstanding assessed contributions and outstanding dues to Member States in the amount of $62.9 million in respect of claims for contingent-owned equipment and letters of assist. The remaining 24 closed missions had net cash surpluses available for credit to Member States totalling $85.3 million.

Synopsis of approved budgets for the 2017/18 period

143. Total proposed budgets in the amount of $7,972 million for peacekeeping operations were presented to the General Assembly at its seventy-first session, including resources for a full year of operations for MINUSTAH, which was subsequently mandated for closure. The Assembly approved resources of $6,803 million, which provided for all active missions, with the partial exception of: MINUSTAH, which received authority to enter into commitments for 6 months until 31 December 2017 for its drawdown and closure; and UNAMID, which received authority to enter into commitments for 6 months until 31 December 2017, pending a revised budget to be submitted at the seventy-second session.

144. At its seventy-second session, the General Assembly approved resources of $88.1 million for the establishment and maintenance of MINUJUSTH for the period from 16 October 2017 to 30 June 2018 (resolution 72/260) and approved resources of $910.9 million for the maintenance of UNAMID for the full financial year period from 1 July 2017 to 30 June 2018 (resolution 72/259).

145. In summary, the approved budget for peacekeeping operations for the 2017/18 period amounted to $7,316 million compared to approved resources for the 2016/17 period of $7,909 million, representing a reduction of $593.3 million or 7.5 per cent.

146. The information outlined in paragraphs 143 to 145 above is summarized in table 1.

Table 1
Financial resources approved for the 2017/18 period
(Thousands of United States dollars)

	1 July 2016 to 30 June 2017		*1 July 2017 to 30 June 2018*			
Peacekeeping component	*Apportionment*[a]	*Expenditure*	*Proposed budget*[b] *(seventy-first session of the General Assembly)*	*Approved resources (seventy-first session of the General Assembly)*	*Proposed resources*[c] *(seventy-second session of the General Assembly)*	*Final approved resources*
MINUJUSTH	—	—	—	—	93 182.1	88 111.2
MINURSO	52 550.4	52 514.6	55 155.6	52 000.0	—	52 000.0
MINUSCA	920 727.9	871 616.7	921 580.5	882 800.0	—	882 800.0
MINUSMA	933 411.0	933 399.6	1 077 552.0	1 048 000.0	—	1 048 000.0
MINUSTAH	345 926.7	337 816.5	336 602.4	90 000.0	—	90 000.0
MONUSCO	1 235 723.1	1 234 443.2	1 234 603.2	1 141 848.1	—	1 141 848.1
UNAMID	1 039 573.2	1 028 134.9	1 032 122.7	486 000.0	467 761.8	910 941.2
UNDOF	56 543.5	55 880.4	62 276.0	57 653.7	—	57 653.7
UNFICYP	54 849.9	54 006.9	56 040.8	54 000.0	—	54 000.0
UNIFIL	488 691.6	480 693.7	494 771.3	483 000.0	—	483 000.0
UNISFA	279 924.6	279 867.3	278 012.7	266 700.0	—	266 700.0
UNMIK	36 486.9	34 783.1	38 016.6	37 898.2	—	37 898.2
UNMIL	187 139.6	182 846.5	122 111.2	110 000.0	—	110 000.0
UNMISS	1 081 788.4	1 071 740.5	1 178 338.6	1 071 000.0	—	1 071 000.0
UNOCI	171 937.8	166 586.6	—	—	—	—
UNSOS	574 304.9	570 234.8	619 312.1	582 000.0	—	582 000.0
Subtotal, missions	**7 459 579.5**	**7 354 564.9**	**7 506 495.7**	**6 362 900.0**	**560 943.9**	**6 875 952.4**
Regional Service Centre	39 203.6	36 332.6	37 255.8	33 000.0	—	33 000.0
United Nations Logistics Base	82 857.8	82 224.5	88 338.5	81 000.0	—	81 000.0
Support account	327 380.3	327 055.9	339 468.4	325 800.0	—	325 800.0
Total resources	**7 909 021.2**	**7 800 177.9**	**7 971 558.4**	**6 802 700.0**	**560 943.9**	**7 315 752.4**

Note: All amounts shown in the table above reflect resource requirements for a full year budget (1 July 2017 to 30 June 2018), with the following exceptions:

[a] Inclusive of authorities to enter into commitment of $11.3 million for UNISFA and $8.8 million for UNDOF for 2016/17.

[b] MINUSTAH: the proposed budget reflects resource requirements for 12 months, which preceded Security Council resolution 2350 (2017) in which the Council mandated the Mission's closure on 15 October 2017.

[c] Approved resources reflects MINUSTAH authority to enter into commitments for 3.5 months, up to 15 October 2017, and UNAMID authority to enter into commitments for the 6-month period from 1 July to 31 December 2017.

[d] Proposed resources in respect of MINUJUSTH for 8.5 months from 16 October 2017 to 30 June 2018 and UNAMID additional resources for 6 months from 1 January to 30 June 2018.

Trends: 7-year analysis of financial and human resources

147. An overview of the financial and human resources for peacekeeping operations for the periods from 2012/13 to 2018/19 is shown in table 2.

Table 2
Overview of financial and human resources for peacekeeping operations, 2012/13 to 2018/19

	Actual					*Approved*	*Projected*
Peacekeeping component	*2012/13*	*2013/14*	*2014/15*	*2015/16*	*2016/17*	*2017/18*	*2018/19*
Number of ongoing missions and support operations							
Funded by peacekeeping budgets	14	13	14	14	14	13	12
UNSOA/UNSOS	1	1	1	1	1	1	1
UNMOGIP and UNTSO	2	2	2	2	2	2	2
Total, active missions and support operations	**17**	**16**	**17**	**17**	**17**	**16**	**15**
Financial resources (gross, millions of United States dollars)							
Peacekeeping missions and UNSOA/UNSOS	6 889.3	7 136.8	7 900.3	7 614.4	7 354.6	6 876.0	6 791.7
Regional Service Centre	–	–	–	–	36.3	33.0	35.2
United Nations Logistics Base	68.6	68.5	66.5	67.1	82.2	81.0	87.3
Support account (includes enterprise resource planning project)	329.7	315.0	324.2	335.9	327.1	325.8	354.6
Subtotal, peacekeeping operations budgets	**7 287.6**	**7 520.3**	**8 291.0**	**8 017.4**	**7 800.2**	**7 315.8**	**7 268.7**
UNMOGIP and UNTSO	43.6	46.6	41.5	44.7	47.3	45.4	43.5
Total, financial resources	**7 331.2**	**7 566.9**	**8 332.5**	**8 062.1**	**7 847.5**	**7 361.2**	**7 312.2**
Number of personnel							
Uniformed personnel							
United Nations uniformed personnel[a]	110 098	113 326	127 138	120 957	121 571	114 494	101 153
AMISOM uniformed personnel[a]	17 731	22 126	22 126	22 126	21 586	21 586	20 586
Subtotal, peacekeeping operations budgets	**127 829**	**135 452**	**149 264**	**143 083**	**143 157**	**136 080**	**121 739**
UNMOGIP and UNTSO	197	197	197	197	197	197	197
Total, uniformed personnel	**128 026**	**135 649**	**149 461**	**143 280**	**143 354**	**136 277**	**121 936**
Civilian personnel							
Civilian personnel in missions and UNSOA/UNSOS[b]	23 694	22 808	22 542	21 134	19 730	18 259	15 375
Civilian personnel in Regional Service Centre	–	–	–	–	421	427	408
Civilian personnel to support missions[c]	1 852	1 855	1 882	1 913	1 913	1 885	1 884
Subtotal, peacekeeping operations budgets	**25 546**	**24 663**	**24 424**	**23 047**	**22 064**	**20 571**	**17 667**
UNMOGIP and UNTSO	342	340	323	323	318	314	309
Total, civilian personnel	**25 888**	**25 003**	**24 747**	**23 370**	**22 382**	**20 885**	**17 976**

[a] Highest level of personnel authorized.
[b] Excludes resources under the United Nations Logistics Base and the support account for peacekeeping operations for all periods and the Regional Service Centre for the 2016/17 period onwards. The financial and human resources of the Regional Service Centre were reflected in the budgets of the Centre's client missions from the 2011/12 period to the 2015/16 period.
[c] Personnel under the United Nations Logistics Base and the support account for peacekeeping operations at Headquarters.

7-year analysis of financial resources for peacekeeping operations

148. Table 3 provides an analysis of the approved financial resources for peacekeeping operations, by mission and as well as central Headquarters backstopping and global and regional service centres, for the periods from 2012/13 to 2018/19.

Table 3
Resource requirements for peacekeeping operations, by mission and support, 2012/13 to 2018/19
(Thousands of United States dollars)

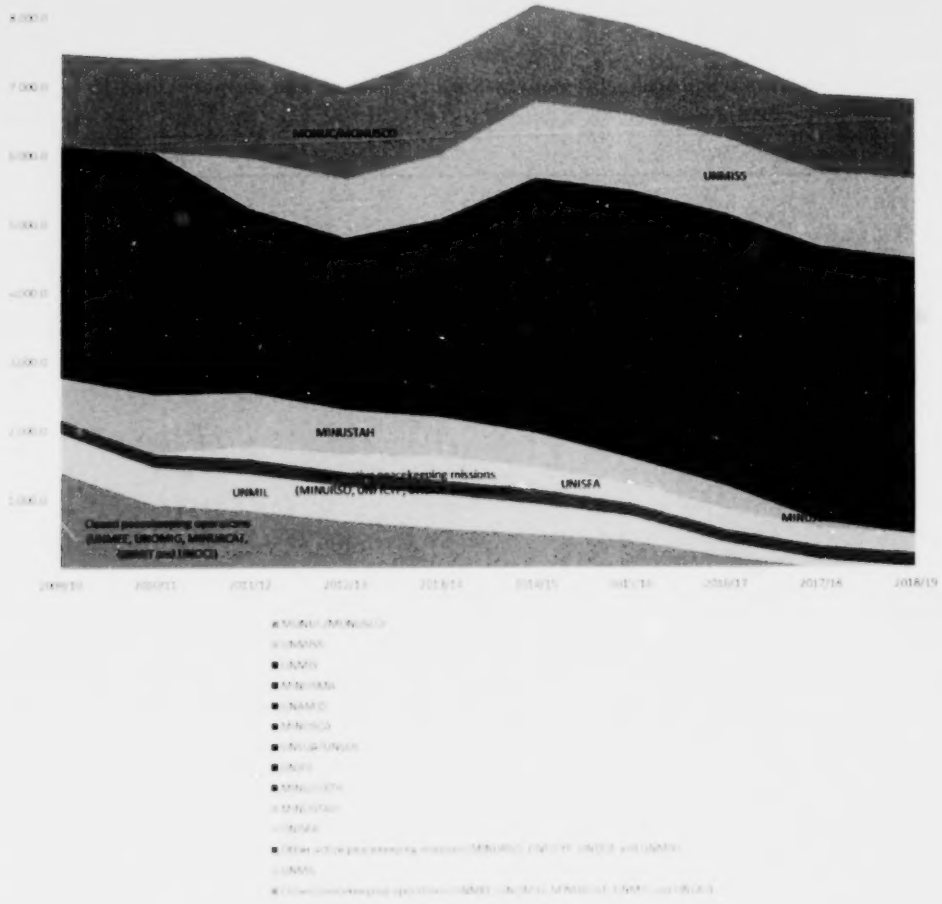
Mission	*2012/13*	*2013/14*	*2014/15*	*2015/16*	*2016/17*	*2017/18*	*2018/19*
MINUJUSTH	–	–	–	–	–	88 111.2	124 413.8
MINURSO	58 253.0	58 404.0	53 918.4	51 118.3	52 550.4	52 000.0	53 878.2
MINUSCA	–	–	628 724.4	839 644.5	920 727.9	882 800.0	945 532.6
MINUSMA	81 976.4	602 000.0	911 038.0	923 305.8	933 411.0	1 048 000.0	1 099 490.4
MINUSTAH	648 394.0	576 619.0	500 080.5	380 355.7	345 926.7	90 000.0	–
MONUSCO	1 343 593.0	1 453 358.0	1 424 682.2	1 330 739.3	1 235 723.1	1 141 848.1	1 153 468.8
UNOCI	575 017.0	584 487.0	493 570.3	402 794.3	171 937.8	–	–
UNAMID	1 448 574.0	1 335 248.0	1 153 611.3	1 102 164.7	1 039 573.2	910 941.2	782 590.5
UNDOF	53 495.2	60 654.5	64 110.9	51 706.2	56 543.5	57 653.7	61 847.6
UNFICYP	54 576.0	55 376.0	58 004.5	52 538.5	54 849.9	54 000.0	55 152.0
UNIFIL	524 010.0	492 622.0	509 554.4	506 346.4	488 691.6	483 000.0	482 839.6
UNISFA	257 932.0	329 108.6	318 925.2	268 256.7	279 924.6	266 700.0	271 115.6
UNSOA	436 905.0	443 801.0	489 968.1	513 428.3	–	–	–
UNMIK	46 963.0	44 953.0	42 971.6	40 031.0	36 486.9	37 898.2	37 920.4
UNMIL	496 405.0	476 277.0	427 267.0	344 659.4	187 139.6	110 000.0	–
UNMISS	839 490.0	924 426.0	1 097 315.1	1 085 769.2	1 081 788.4	1 071 000.0	1 154 657.7
UNMIT	101 604.9	–	–	–	–	–	–
UNSOS	–	–	–	–	574 304.9	582 000.0	568 744.0
UNSMIS	8 227.1	–	–	–	–	–	–
Subtotal	**6 975 415.6**	**7 437 334.1**	**8 173 741.9**	**7 892 858.3**	**7 459 579.5**	**6 875 952.4**	**6 791 651.2**
United Nations Logistics Base	68 627.0	68 517.0	70 338.6	67 157.0	82 857.8	81 000.0	87 297.3
Support account	331 051.5	327 425.8	326 047.3	336 495.8	327 380.3	325 800.0	354 600.9
Regional Service Centre[a]	–	–	–	–	39 203.6	33 000.0	35 194.8
Total	**7 375 094.1**	**7 833 276.9**	**8 570 127.8**	**8 296 511.1**	**7 909 021.2**	**7 315 752.4**	**7 268 744.2**

Source: Approved budgets from 2012/13 to 2017/18 for peacekeeping and the budget reports of the Secretary-General for the 2018/19 period.

[a] Inclusive of requirements of $686,900 to be charged against the appropriation for the programme budget for the biennium 2018–2019 under section 3, Political affairs, approved by the General Assembly in its resolutions 72/262 and 72/263 A–C.

149. The historical trends of the resource requirements for peacekeeping missions are illustrated in figure II, which presents the evolution of approved and proposed resource requirements by peacekeeping mission for 10 years through to the 2018/19 period.

Figure II
Evolution of financial resources for peacekeeping operations, by mission, 2009/10 to 2018/19
(Thousands of United States dollars)



Source: Approved budgets for peacekeeping missions for the periods from 2008/09 to 2017/18 and the budget reports of the Secretary-General for the 2018/19 period.

150. The notable decrease in the overall resources since the 2015/16 period is mainly attributable to the withdrawal and subsequent closure of UNOCI, UNMIL and MINUSTAH, partly offset by the establishment of MINUJUSTH, as well as the continued reconfiguration, streamlining or change in the concept of operations of UNAMID and MONUSCO.

151. The annual overall resource requirements for peacekeeping operations, restated in net present value terms, are shown in the comparison in table 4.

Table 4
Resource requirements for peacekeeping operations in net present value, 2009/10 to 2018/19
(Millions of United States dollars)

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Nominal	7 859.7	7 823.6	7 835.3	7 375.1	7 833.3	8 570.1	8 296.5	7 909.0	7 315.8	7 268.7
Net present value	9 046.4	8 895.0	8 596.4	7 979.1	8 311.9	8 916.0	8 616.8	8 146.9	7 407.8	7 268.7

152. When inflationary factors are taken into account by restating annual resource requirements, based on the January 2018 value of the United States dollar as shown in table 4, the decrease in the resource requirements from the 2014/15 period onward is more pronounced. The proposed budget for peacekeeping operations for the 2018/19 period is seen to be significantly lower than the net present value amount of the approved resources for the 2009/10 period.

153. Figure III depicts the financial resources by groups of expenditure and support components for the seven years through to the proposed resource requirements for the 2018/19 period.

Figure III
Financial resources by major groups of expenditure and support, 2012/13 to 2018/19
(Millions of United States dollars)

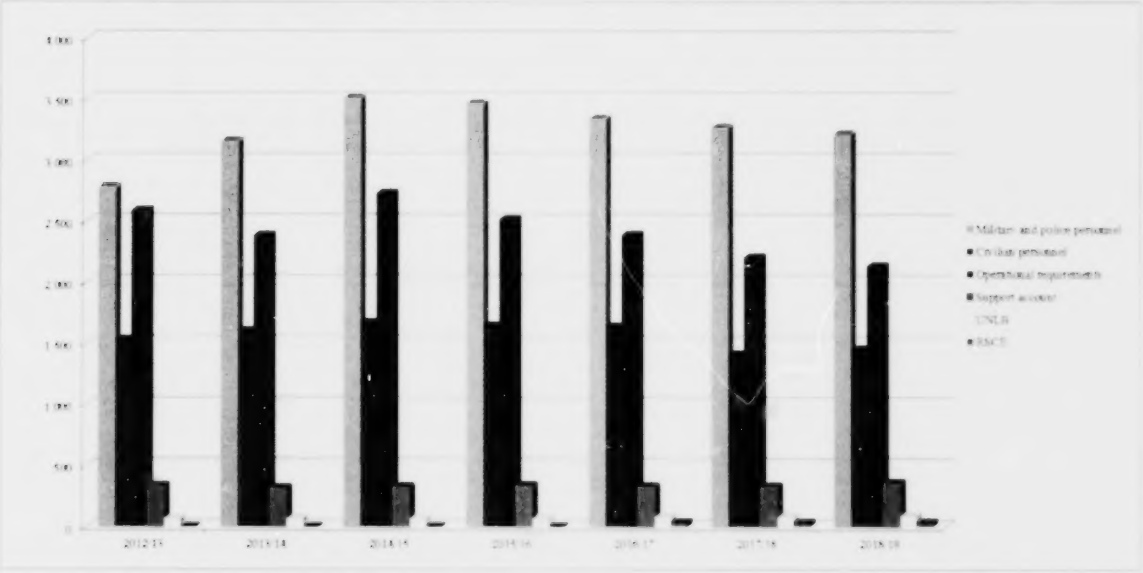


Table 5
Proportion between major groups of expenditure in resource requirements for peacekeeping operations, 2012/13 to 2018/19
(Percentage)

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Military and police personnel	40.3	44.2	44.4	45.5	45.4	47.5	47.3
Civilian personnel	22.2	22.5	21.1	21.5	22.2	20.5	21.4
Operational costs	37.5	33.4	34.5	33.0	32.4	32.0	31.3

154. As depicted in figure III and table 5, the relative proportion between the three major groups of expenditure has evolved over the years, with a sizable increase in the share of military and police personnel costs in resource requirements for peacekeeping operations from approximately 40 per cent in the 2012/13 period to nearly 48 per cent in the 2017/18 period, followed with a slight lag by requirements in civilian personnel, with more notable changes in the operational costs. Group III, operational costs, have declined steadily since the 2014/15 period, representing approximately 32 per cent of the resource requirements for peacekeeping operations in the 2018/19 period, as compared to 35 per cent in the 2014/15 period or 37 per cent in 2012/13 period. A gentler decline is observed under group II, civilian personnel, from the 2015/16 period onwards, which partly reflects the trend of international staff from closing or downsizing missions being recruited to newer missions (MINUSMA, MINUSCA and UNMISS) as they grew towards full operational capacity, as demonstrated by declining vacancy rates over those years. The reduction in civilian personnel vacancy rates for the current period and in projections for the 2018/19 period is marked.

Trends and analysis of financial resources for support to peacekeeping operations

155. Table 6 provides a comparison of the financial resources for the Headquarters backstopping under the support account for peacekeeping operations, the United Nations Logistics Base and the Regional Service Centre, against the financial resources for peacekeeping missions since the 2012/13 period.

Table 6
Financial resources of the support account, United Nations Logistics Base and Regional Service Centre compared with missions under peacekeeping budgets, 2012/13 to 2018/19

(Millions of United States dollars)

Peacekeeping component	*2012/13 (actual)*	*2013/14 (actual)*	*2014/15 (actual)*	*2015/16 (actual)*	*2016/17 (actual)*	*2017/18 (approved)*	*2018/19 (projected)*
Peacekeeping missions, UNSOS	6 855.2	7 111.2	7 861.7	7 584.7	7 354.6	6 876.0	6 791.7
Regional Service Centre	34.1	25.6	38.6	29.7	36.3	33.0	35.2
United Nations Logistics Base	68.6	68.5	66.5	67.1	82.2	81.0	87.3
Support account[a]	292.3	296.3	303.3	303.8	309.4	299.1	296.7
Support account ratio	**4.26**	**4.17**	**3.86**	**4.01**	**4.21**	**4.35**	**4.37**
Backstopping ratio: support account and United Nations Logistics Base compared with peacekeeping missions (percentage)	**5.26**	**5.13**	**4.70**	**4.89**	**5.32**	**5.53**	**5.65**
Support ratio: support account, Regional Service Centre and United Nations Logistics Base compared with peacekeeping missions (percentage)	**5.76**	**5.49**	**5.19**	**5.28**	**5.82**	**6.01**	**6.17**

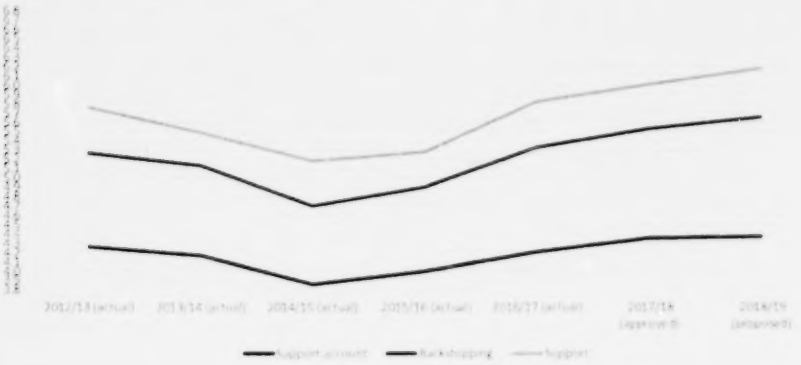
[a] Excludes expenditure and resource requirements for the enterprise resource planning system, information security, global service delivery model, the Global Shared Service Centres, the Peacekeeping Capability Readiness System and cross-cutting initiatives across peacekeeping operations.

156. The support ratios in table 6 are depicted in figure IV.

Figure IV

Ratio of the support account; backstopping ratio of the support account and United Nations Logistics Base; and support ratio of the support account, United Nations Logistics Base and Regional Service Centre, 2012/13 to 2018/19

(Percentage as compared with operations under peacekeeping mission budgets)



157. With the inclusion of the resources of the Regional Service Centre, the average support ratio rose from 5.28 per cent in the 2015/16 period to 5.82 per cent in the 2016/17 period, and is projected at 6.17 per cent in the 2018/19 period, depending on the final approved budgets for peacekeeping operations. The relative increase in the ratio is largely attributable to the transfer of an increasing number of posts previously embedded in missions to the Regional Service Centre and to the contraction of mission support components owing to the centralization of functions and right-sizing of mission staffing complements. In addition, the consolidation of the peacekeeping missions' share of the operating and maintenance costs of Umoja under information technology and communications services in the budget of the United Nations Logistics Base (which hosts the system) since the 2016/17 period has also increased the relative level, as well as well as targeted organizational initiatives, such as the development of supply chain management (in close coordination with Umoja Extension 2), which are reflected under the support account for peacekeeping operations. The requirements for the Logistics Base increased from $67.1 million to an estimated $87.3 million from the 2015/16 period to the 2018/19 period, which primarily reflects the inclusion of centralized Umoja operations and maintenance costs.

158. Backstopping support from Headquarters departments and offices funded under the support account is expected to remain at about 4.4 per cent of aggregate resources of peacekeeping field operations for the 2018/19 period, (excluding peacekeeping's share of organizational initiatives and central costs). The ratio has increased since the 2014/15 period, partly because 2014/15 was a peak year for expenditures in peacekeeping missions, following the establishment and growth of MINUSMA and MINUSCA, and as a result of subsequent strengthening at Headquarters in targeted priority areas, including force generation, the prevention of sexual exploitation and abuse, environmental responsibility and initiatives relating to the safety of staff and to human rights. The growth is also attributable to technical factors such as revised salary scales, as well as provisions for corporate costs such as after-service health insurance and the administration of justice. Conversely, in the 2017/18 period, there was a reduction of 29 posts and positions in view of reduced peacekeeping activities and expected efficiencies. The support account shows a lag in responding to decreases (or increases) in the overall level of resource requirements for peacekeeping field

operations. This is partly because some of the decrease in overall resource requirements is attributable to reductions as regards uniformed personnel, which does not immediately translate into a reduced workload for backstopping functions, as well as the fact that the closure of missions (most recently, UNOCI and UNMIL) continues to require administrative and completion accounting activities. Over the long term, the support account ratio has been relatively stable at around 4 per cent for the past decade. A comprehensive review of the support account noted that various factors affecting the scalability of the support account include not only the number of peacekeeping operations, troop- and police-contributing countries, military personnel and civilian staff, but also political instability of the environments in which missions are operating and the increasing complexity of mandates of peacekeeping missions. The proposed staffing under the support account for the 2018/19 period will broadly correspond to the staffing level for the 2013/14 period, which was prior to the establishment of MINUSMA and MINUSCA, except for the above-mentioned strengthening in targeted areas.

159. It is expected that the management reform initiative of the Secretary-General (see A/72/492/Add.2) and the revised proposal of the Secretary-General for the global service delivery model (see A/72/801) will have an impact on the relative ratios of support components.

Trend analysis of financial performance of peacekeeping operations

160. Table 7 provides an analysis of the overall financial performance for peacekeeping operations for the periods from 2012/13 to 2016/17.

Table 7
Overview of financial performance for peacekeeping operations, 2012/13 to 2016/17

(Thousands of United States dollars)

Category	*2012/13*	*2013/14*	*2014/15*	*2015/16*	*2016/17*
Expenditure	7 287 598.1	7 520 340.5	8 290 994.8	8 017 343.9	7 800 177.9
Unencumbered balance	45 505.3	312 936.4	279 133.0	279 167.2	109 011.5
Cancelled prior-period obligations	91 684.3	96 087.2	157 056.3	218 120.4	130 593.0
Revenue	40 747.8	45 953.8	41 286.5	32 293.4	41 125.4

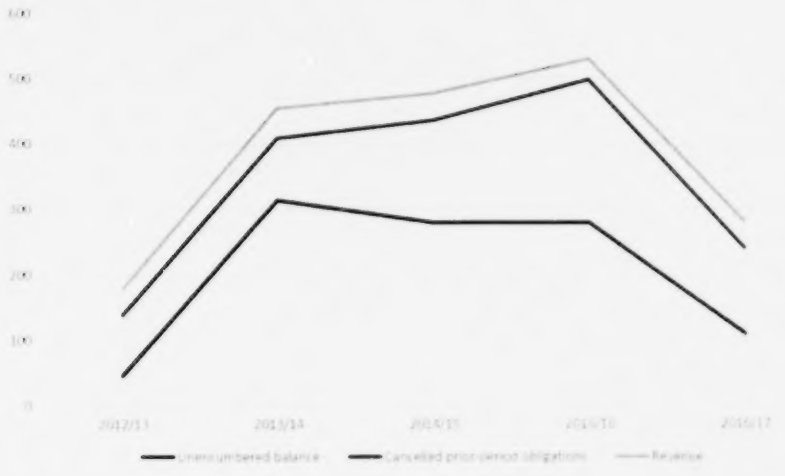
Source: reports of the Secretary-General on the financial performance of peacekeeping operations.

161. Figure V shows the historical trend in the overall level of unencumbered balances, cancelled prior-period obligations and revenue for peacekeeping operations for the periods from 2012/13 to 2016/17.

Figure V

Trend for unencumbered balances, cancelled prior-period obligations and revenue, 2012/13 to 2016/17

(Thousands of United States dollars)



162. Unencumbered balances as a percentage of total approved resources for the year peaked at 4 per cent in the 2013/14 period and subsequently demonstrated a steady decline, which was most pronounced for the 2016/17 period, as illustrated in figure VI. The sharp reduction seen in 2016/17 represents less than half the level for the previous year and results from improvements in performance across almost all peacekeeping operations. Material differences between the approved budget and actual expenditures were recorded only for MINUSCA and the Regional Service Centre. In MINUSCA, the unencumbered balance resulted from the procurement of locally sourced labour and materials for facilities and infrastructure, in lieu of planned construction of commercial-grade hard-walled structures, as well as the delayed deployment of the unmanned aerial system. In the Regional Service Centre, the unencumbered balance resulted from the lower final contract value for the horizontal works construction project, the cancellation of the sally port project and the non-implementation of the base-wide improvement projects.

Figure VI
Percentage of unencumbered balance compared to approved resources, 2012/13 to 2016/17

163. Following a slightly upward trend in the cancellation of prior-period obligations, the 2016/17 period saw a decrease and improvement in the level of cancellations, reflecting stronger management controls and the improved examination of year-end obligations, largely driven by the stringent requirements of Umoja, which since 2014/15 has largely eliminated historical practices of recording general provisions for commitments for procurement, travel or human resources process. By the same token, the percentage of cancelled prior-period obligations to prior-period obligations carried forward (i.e., ageing), after reaching a peak at 14 per cent in the 2015/16 period, decreased to 10 per cent in the 2016/17 period, as illustrated in figure VII. It should be noted that, for peacekeeping operations, the absolute value of cancelled prior-period obligations in any given year can comprise obligations raised in respect of reimbursements to troop- and police-contributing countries for up to four years, which is the permissible period according to United Nations financial regulation 5.5. For the 2016/17 period, of the total amount of $130.6 million, an amount of $117.6 million (90.1 per cent) relates to obligations raised in 2015/16 and $13.0 million (9.9 per cent) relates to obligations raised in prior periods. For the 2015/16 period, 8.1 per cent of the total amount of $218.1 million related to obligations raised in years prior to 2014/15.

Figure VII
Percentage of cancellation of prior-period obligations compared to unliquidated obligations, 2013/14 to 2016/17

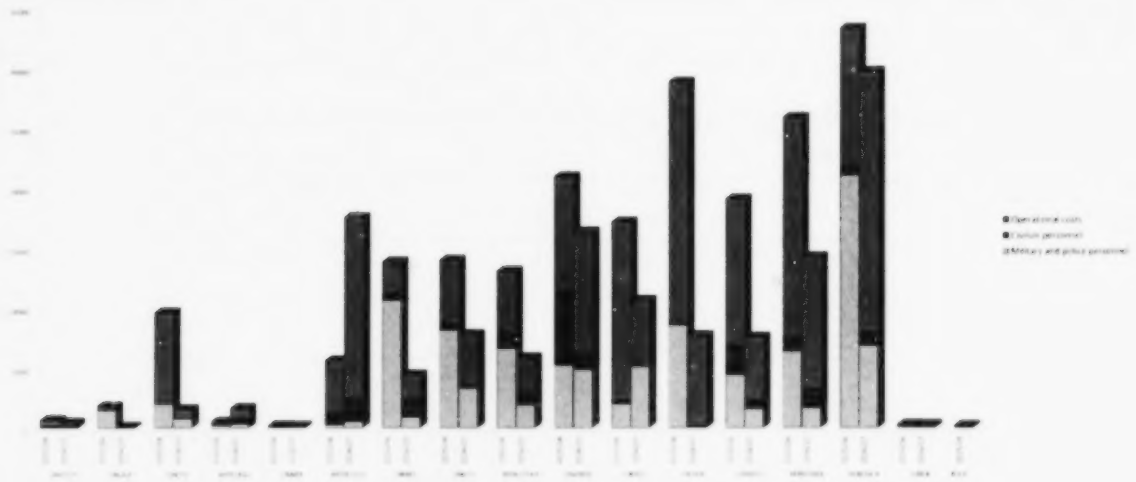
164. A review of cancelled prior-period obligations, for example in the 2016/17 period, indicates that the majority relate to lower than projected consumption or usage, lower costs of goods and services than obligated, partial delivery or non-delivery by vendors and the late submission of invoices, as well as the cancellation of contracted services owing to changes in mission priorities and construction plans, especially as was the case in MINUSCA.

165. Overall, the financial performance of peacekeeping operations has shown improvements across all measures during the past five years, and most particularly between the 2015/16 period, with a budget implementation rate of 96.6 per cent, and the 2016/17 period, with a budget implementation rate of 98.6 per cent. Efforts were made to formulate budget proposals using historical patterns of recruitment or troop deployment, along with known deployment factors in assessing costs for military and staff, based on the realistic ability to deliver, or using the mission's historical and known local conditions to propose budget parameters.

Figure VIII

Cancelled prior-period obligations by group of expenditure in peacekeeping missions in the 2015/16 and 2016/17 periods

(Thousands of United States dollars)

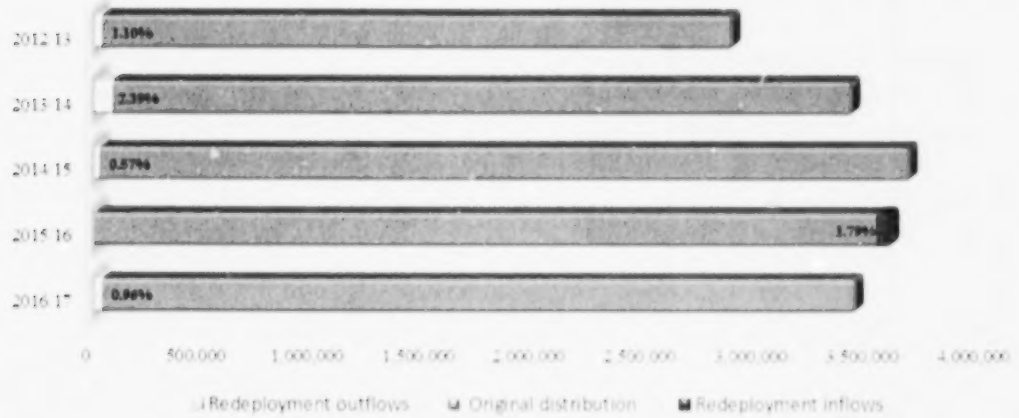


166. As shown in figure VIII, improvements were seen in the level of unliquidated obligations, by group of expenditures, in peacekeeping operations at the end of the 2016/17 period, compared to the 2015/16 period. This was as a result of the increased monitoring of commitments and the liquidation of non-required commitments at the end of the financial period. The larger proportion of unliquidated commitments, seen under the operational costs group of expenditures, typically relates to facilities and infrastructure, as well as air operations.

167. Figures IX (a) to IX (c) illustrate the level of redeployments by group of expenditure for the five years from the 2012/13 period to the 2016/17 period.

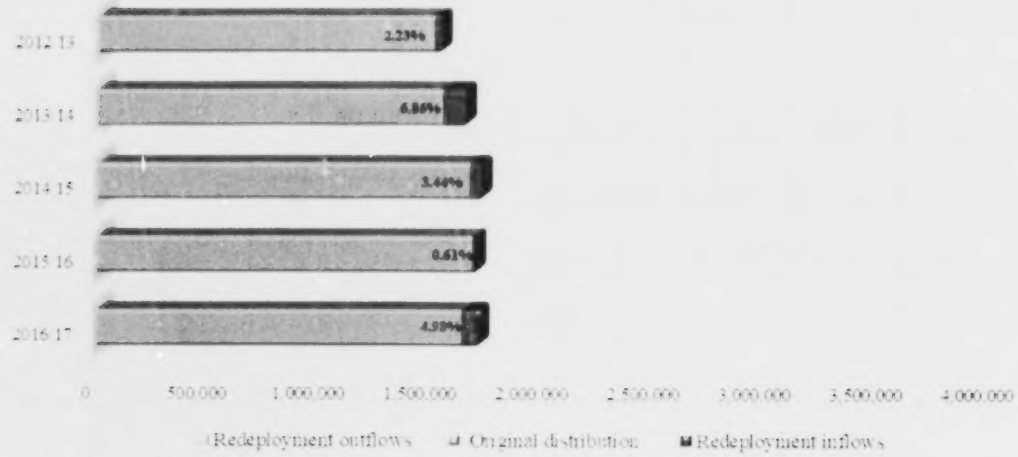
Figure IX
Redeployments by group of expenditure, 2012/13 to 2016/17
(United States dollars)

(a) Group I, military and police personnel



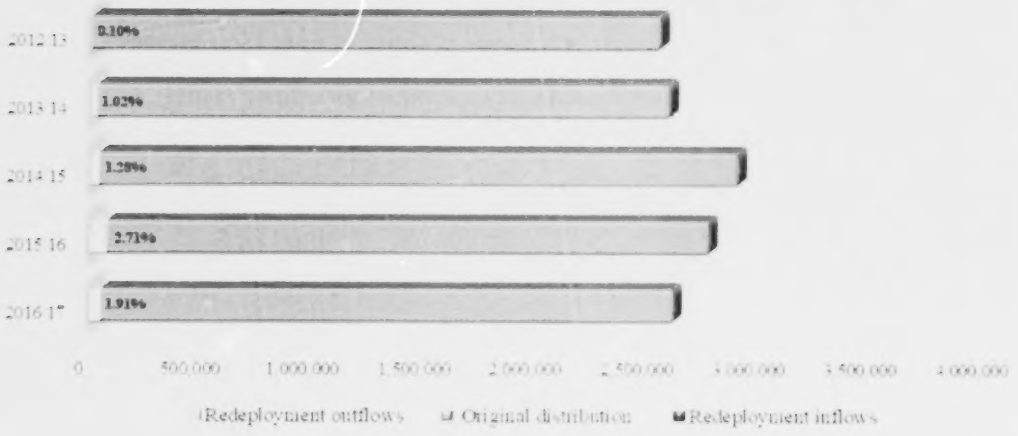
168. During the past five years, overall, approved resources were redeployed from group I, military and police personnel, to group II, civilian personnel, in order to meet increased requirements for civilian staff costs. Over the same period, the redeployments of approved resources from group I represented less than 2.5 per cent of the original appropriation, and less than 1 per cent in the 2016/17 period. Redeployments from group I were possible owing to higher actual average vacancy rates as compared with planned rates, a lower cost of rations and deductions for absent or non-functional contingent-owned major equipment against troop reimbursement, in accordance with General Assembly resolution 67/261. Moreover, the 2015/16 period saw the inward redeployment of approved resources to group I, representing 1.79 per cent of the original appropriation for the year, which was mostly with respect to MINUSMA and UNSOS to cover additional requirements for military contingents.

(b) Group II, civilian personnel



169. Reviewing the periods from 2012/13 to 2016/17, overall, approved resources were redeployed from group I, military and police personnel, and group III, operational costs, to group II, civilian personnel. The inward redeployment of approved resources was attributable to additional requirements for civilian personnel resulting primarily from the lower actual average vacancy rates and higher actual salary rates, compared with the budgeted rates.

(c) Group III, operational costs



170. During the past five years, overall, approved resources were redeployed from group III, operational costs, to group II, civilian personnel. The redeployment from group III was possible as a result of reduced requirements for construction services and owing to reduced requirements for the air operations, including lower actual costs of the unmanned aerial systems and lower fuel prices and fuel consumption levels.

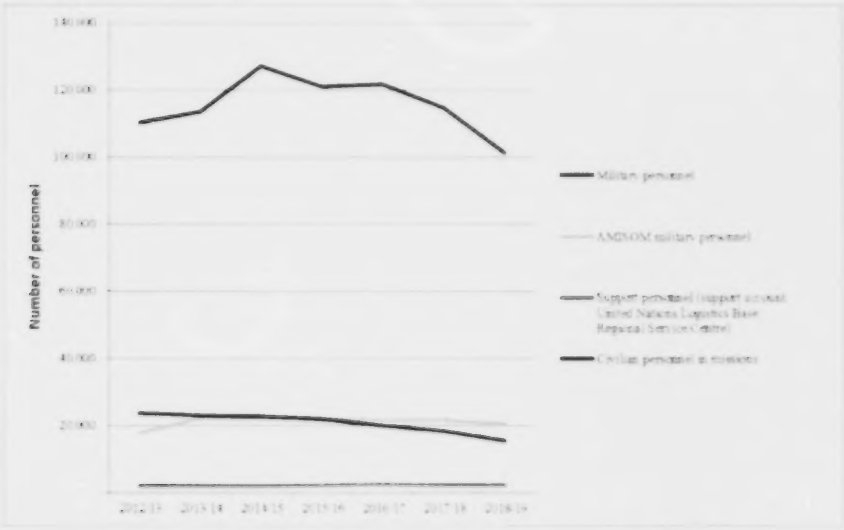
7-year analysis of human resources for peacekeeping operations

Scalability

171. Figures X to XII show the historical trend in the level of military and civilian personnel in peacekeeping field operations, as well as in Headquarters backstopping and the United Nations Logistics Base and Regional Service Centre, against the overall resources for peacekeeping operations for each year.

Figure X
Human resources against overall resources for peacekeeping operations, 2012/13 to 2018/19

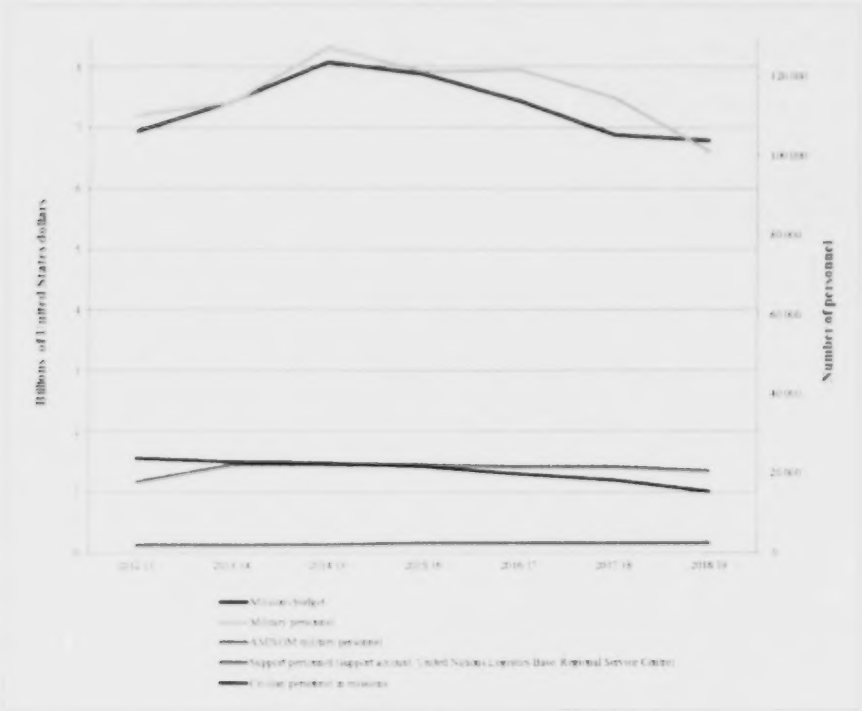
(United States dollars)


Number of personnel
Military personnel
AMISOM military personnel
Support personnel (support account, United Nations Logistics Base, Regional Service Centre)
Civilian personnel in missions

Source: Approved peacekeeping budgets, 2012/13 to 2018/19.

172. The overall reduced requirements for human resources in peacekeeping missions for the 2018/19 period primarily reflects the closure of UNMIL, the transition from MINUSTAH to MINUJUSTH and post reductions in MONUSCO and UNAMID. The overall reduction is partly offset by projected increases arising from revised salary scales and estimated higher common staff costs in MINUSCA and MINUSMA, as well as lower vacancy rates in MINUSCA and UNISFA. The requirements for human resources in backstopping entities (the support account, the United Nations Logistics Base and the Regional Service Centre) are expected to remain stable, with some cost increases for the Logistics Base owing to the appreciation of the euro against the United States dollar.

Figure XI
Overview of military and civilian personnel in peacekeeping operations, 2012/13 to 2018/19

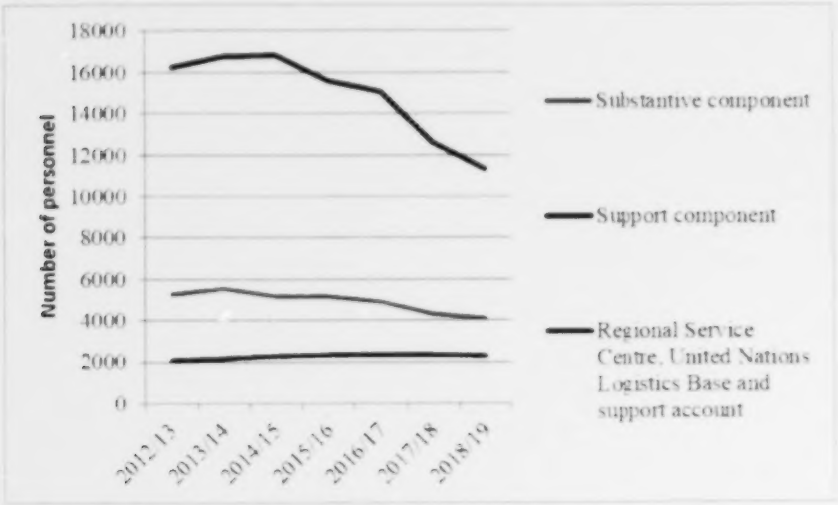


Source: Approved staffing tables 2012/13 to 2018/19.

173. The decrease in authorized troop strength in the 2018/19 period is mainly attributable to the reduction of authorized strength in UNAMID pursuant to Security Council resolution 2363 (2017), as well as the closure of MINUSTAH and UNMIL. The decrease in the authorized staffing complement mainly relates to the closure of UNMIL and MINUSTAH, as well as the streamlining and reconfiguration in UNAMID and MONUSCO.

Figure XII

Overview of civilian personnel under support component in peacekeeping operations, 2012/13 to 2018/19



Source: Approved staffing tables, 2012/13 to 2018/19

XI. Proposed resources for the period from 1 July 2018 to 30 June 2019

174. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2017 to 30 June 2018, inclusive of the Regional Service Centre, the United Nations Logistics Base and the support account, are currently estimated at $7,268.7 million, excluding voluntary contributions in-kind.

175. The proposed resource requirements for the 2018/19 period are summarized and compared with the 2017/18 period in table 8, followed by an analysis of the main factors giving rise to the overall variance in levels as compared with the prior year in table 9.

Table 8
Financial resource requirements for 2018/19 compared to 2017/18
(Millions of United States dollars. Budget year is from 1 July to 30 June)

	Apportionment[a] *(2017/18)*	*Cost estimates (2018/19)*[b]	*Variance*	
			Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)=(2)-(1)*	*(4)=(3)/(1)*
Military and police personnel	3 265.6	3 210.5	(55.1)	1.7
Civilian personnel	1 708.1	1 756.3	48.2	2.8
Operational costs	2 315.3	2 244.1	(71.2)	(3.1)
Enterprise resource planning project	25.0	28.8	3.8	10.0
Information and systems security	0.8	0.8	–	–
Global delivery service model	0.9	1.3	0.4	50.0
Global Shared Service Centres	–	9.9	9.9	–
Peacekeeping Capability Readiness System	–	3.8	3.8	–
Cross-cutting initiatives across peacekeeping operations	–	13.1	13.1	–
Gross requirements	**7 315.8**	**7 268.7**	**(47.1)**	**(0.6)**
Staff assessment income	170.3	173.2	2.9	1.7
Net requirements	**7 145.4**	**7 095.5**	**(49.9)**	**(0.7)**
Voluntary contributions in kind (budgeted)	1.2	1.1	(0.1)	(9.1)
Total requirements	**7 317.0**	**7 269.9**	**(47.1)**	**(0.6)**

[a] Inclusive of $325.8 million for the support account for peacekeeping operations, $81 million for the United Nations Logistics Base and $33 million for the Regional Service Centre.
[b] Inclusive of $325.8 million for the support account for peacekeeping missions, $85.3 million for the United Nations Logistics Base and $33 million for the Regional Service Centre.
[c] Exclusive of the request for authority to enter into commitments of $84.5 million for MONUSCO support to the presidential and legislative elections (Security Council resolution 2348 (2017)) for the 2018/19 period.

Analysis of major variances

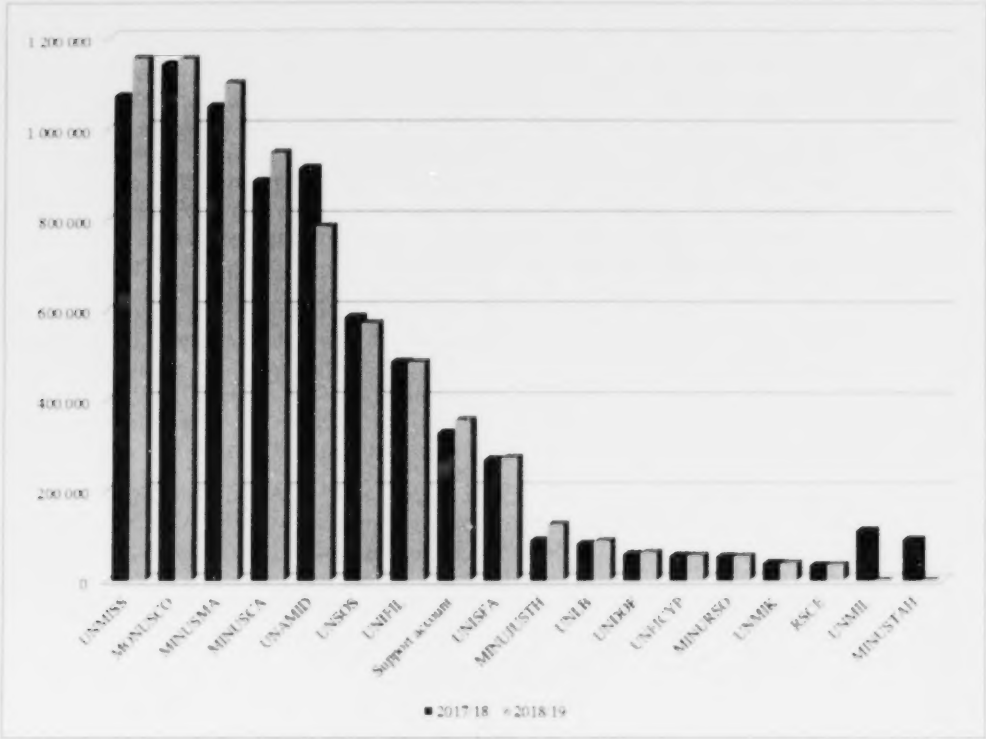
Table 9
Main factors for variance in resource requirements

Group of expenditure	*Main factors for variance*
Military and police personnel (decrease $55.1 million)	The overall decrease is attributable to (a) the closing of UNMIL and the reduction of authorized strength in UNAMID pursuant to Security Council resolution 2363 (2017); (b) the transition from MINUSTAH to MINUJUSTH; (c) the reduction of AMISOM contingent in UNSOS pursuant to Security Council resolution 2372 (2017); and (d) the reconfiguration of the Maritime Task Force in UNIFIL. The overall decrease is partly offset by the mandated increase in authorized troop strength pursuant to Security Council resolution 2387 (2017) in MINUSCA and to higher expected deployment of military and police personnel in MINUSMA and UNMISS.
Civilian personnel (increase $48.2 million)	The increase is attributable to increased requirements in MINUSCA owing to increased salary costs and accelerated recruitment efforts for civilian personnel, the application of lower vacancy rates for civilian personnel in UNSOS and the increased revised salary scales for international and national staff in MINUSMA and UNMISS. The overall increase is partly offset by the closure of UNMIL, the transition from MINUSTAH to MINUJUSTH and the abolishment of posts and positions in MONUSCO and UNAMID.
Operational costs (decrease $71.2 million)	The overall decrease is attributable to the closure of UNMIL. The decrease is also attributable to lower requirements for air operations in MINUSCA, MINUSMA, UNSOS, UNIFIL, UNMISS and UNISFA. In addition, estimates decreased in: (a) MINUSCA, owing to the reduced programmatic activities, in particular with regard to the weapons and ammunition management programme; and (b) MINUSMA and UNSOS, owing to the completion of major construction works and major acquisitions. Decreases are offset by increases in MINUSMA, owing to the expansion of the Mission's technological security systems to locations that have high levels of insecurity, as well as facilities and infrastructure for the additional troops authorized for MINUSCA.

176. Annex II to the present report provides a detailed analysis of the proposed resource requirements for the 2018/19 period by peacekeeping component and by detailed categories of expenditure.

177. Figure XIII illustrates the relative size of the proposed resource requirements for the 2018/19 period compared with the approved budget for the 2017/18 period, by peacekeeping component. The key strategic planning assumptions for peacekeeping operations in respect of the 2018/19 period are set out after figure XV.

Figure XIII
Resource requirements for 2018/19 compared with 2017/18, by peacekeeping component
(Thousands of United States dollars)



178. Table 10 provides an analysis of changes in resources by missions from the 2017/18 to the 2018/19 period.

Table 10

Resource changes by mission from the 2017/18 period compared to the 2018/19 period

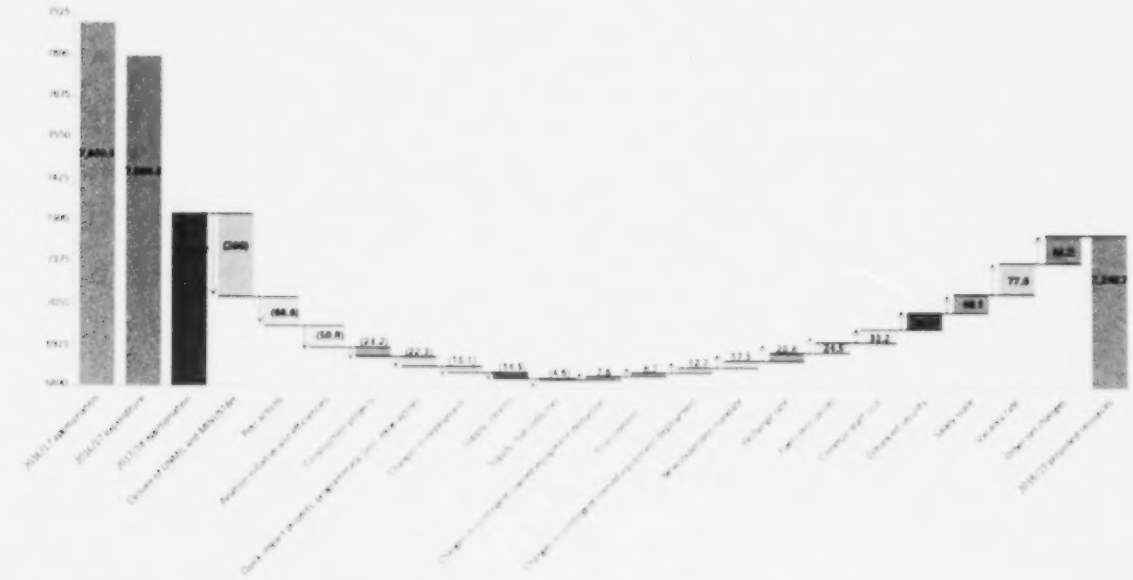
(Millions of United States dollars)

					New expanded mandate		*Technical adjustments*				
Missions	2016/17 *appropriation*	2016/17 *expenditure*	2017/18 *appropriation*	*Closed missions*	*Recurrent*	*One-off (e.g. construction)*	*Salary scale*	*Common staff costs*	*Vacancy rates*	*Exchange rates*	*Fuel costs (prices)*
MINUJUSTH	–	–	88.1	–	–	–	2.4	(0.9)	(0.1)	(0.1)	0.1
MINURSO	52.6	52.5	52.0	–	–	–	0.1	(0.2)	0.7	0.3	0.5
MINUSCA	920.7	871.6	882.8	–	45.2	13.7	13.3	10.1	36.0	9.2	5.8
MINUSMA	933.4	933.4	1 048.0	–	–	–	6.7	4.6	(4.5)	2.4	1.6
MINUSTAH	345.9	337.8	90.0	(90.0)	–	–	–	–	–	–	–
MONUSCO	1 235.7	1 234.4	1 141.8	–	–	–	(1.2)	5.0	–	(0.3)	2.2
UNAMID	1 039.6	1 028.1	910.9	–	–	(37.7)	(2.6)	(0.8)	7.4	–	1.1
UNDOF	56.5	55.9	57.7	–	–	–	(0.3)	(0.3)	(0.2)	0.7	0.3
UNFICYP	54.8	54.0	54.6	–	(2.7)	2.0	1.1	0.2	–	2.4	0.1
UNIFIL	488.7	480.7	483.9	–	–	–	1.6	(1.8)	3.5	–	1.3
UNISFA	279.9	279.9	266.7	–	–	–	0.8	1.3	4.8	–	(0.2)
UNMIK	36.5	34.8	37.9	–	–	–	0.3	(0.7)	–	1.4	–
UNMIL	187.1	182.8	110.0	(110.0)	–	–	–	–	–	–	–
UNMISS	1 083.8	1 071.7	1 071.0	–	–	–	30.0	8.2	14.3	0.4	3.3
UNOCI	171.9	166.6	–	–	–	–	–	–	–	–	–
UNSOS	574.3	570.2	582.0	–	(3.0)	–	(2.9)	1.8	16.2	–	8.5
Subtotal	**7 459.6**	**7 354.6**	**6 876.0**	**(200.0)**	**39.5**	**(22.0)**	**49.3**	**26.5**	**78.1**	**16.4**	**24.5**
United Nations Logistics Base	82.9	82.2	81.0	–	–	–	2.2	–	(0.2)	4.5	–
Regional Service Centre, Entebbe	39.2	36.3	33.0	–	–	–	(0.7)	0.9	2.4	(0.1)	–
Support account	327.4	327.1	325.8	–	–	–	(4.7)	5.8	(2.7)	–	–
Subtotal	**449.4**	**445.6**	**439.8**	**–**	**–**	**–**	**(3.2)**	**6.7**	**(0.5)**	**4.4**	**–**
Total	**7 909.1**	**7 800.2**	**7 315.8**	**(200.0)**	**39.5**	**(22.0)**	**46.1**	**33.2**	**77.6**	**20.8**	**24.5**

Missions	Increases (decreases) — including efficiencies and improved deployment												
	Changes in deployment	*Changes in contingent-owned equipment deduction*	*Changes in contingent-owned equipment deployment*	*Past actions*	*Supply-rations*	*Supply-fuel (volume)*	*Aviation initiative and efficiencies*	*Construction projects*	*Enhanced security*	*Quick-impact projects and programmatic (incl. mine action)*	*Environment*	*Other net changes*	*2018/19 proposed resources*
MINUJUSTH	–	(0.4)	–	1.7	–	2.0	(0.6)	–	–	1.0	–	31.2	124.4
MINURSO	–	–	–	(0.3)	–	–	–	(0.2)	1.2	–	–	(0.2)	53.9
MINUSCA	2.1	(0.9)	–	(16.7)	–	–	(27.8)	(1.0)	–	(10.0)	8.0	(24.3)	945.5
MINUSMA	5.7	(3.4)	12.1	0.5	–	2.7	(17.9)	3.2	27.2	(10.3)	–	20.9	1 099.5
MINUSTAH	–	–	–	–	–	–	–	–	–	–	–	–	–
MONUSCO	10.1	1.4	(8.0)	(20.7)	–	4.8	–	1.2	–	0.7	1.0	15.4	1 153.5
UNAMID	(65.3)	(4.4)	–	(31.3)	–	(1.4)	–	–	1.8	0.9	–	3.9	782.6
UNDOF	5.0	–	–	0.3	–	0.3	–	(1.9)	–	–	0.2	0.1	61.8
UNFICYP	–	–	–	0.2	–	–	–	–	–	(0.6)	(0.9)	(0.6)	55.2
UNIFIL	(3.5)	1.9	(0.1)	(0.2)	–	(0.3)	(1.2)	0.4	–	(0.1)	0.7	(2.4)	482.8
UNISFA	–	2.9	–	0.1	0.5	(1.0)	–	(2.5)	1.0	(4.5)	(0.4)	1.6	271.1
UNMIK	–	–	–	–	–	–	–	0.1	0.2	–	0.1	(1.4)	37.9
UNMIL	–	–	–	–	–	–	–	–	–	–	–	–	–
UNMISS	30.8	10.5	–	(1.2)	–	(8.9)	(1.0)	(9.2)	0.6	0.6	–	5.3	1 154.7
UNOCI	–	–	–	–	–	–	–	–	–	–	–	–	–
UNSOS	–	–	8.7	0.8	(15.0)	(2.8)	(2.3)	(13.3)	6.1	–	–	(16.1)	568.7
Subtotal	**(15.1)**	**7.6**	**12.7**	**(66.8)**	**(14.5)**	**(4.6)**	**(50.8)**	**(23.2)**	**38.1**	**(22.3)**	**8.7**	**33.6**	**6 791.7**
United Nations Logistics Base	–	–	–	–	–	–	–	–	–	–	–	(0.2)	87.3
Regional Service Centre, Entebbe	–	–	–	(0.6)	–	–	–	–	–	–	–	0.3	35.2
Support account	–	–	–	(1.2)	–	–	–	–	–	–	–	31.6	354.6
Subtotal	–	–	–	**(1.8)**	–	–	–	–	–	–	–	**31.7**	**477.1**
Total	**(15.1)**	**7.6**	**12.7**	**(68.6)**	**(14.5)**	**(4.6)**	**(50.8)**	**(23.2)**	**38.1**	**(22.3)**	**8.7**	**65.2**	**7 268.7**

179. The breakdown of resource changes compared with the approved level in the 2017/18 period is illustrated in figure XIV.

Figure XIV
Resource changes, by contributing factor
(Millions of United States dollars. Budget year is from 1 July to 30 June)



2018/19: Analysis of military and civilian personnel trends

180. Tables 11 and 12 provide an analysis of proposed staffing levels for the 2018/19 period compared to the approved levels in the 2017/18 and the proposed abolishment, establishment and reclassification of posts and positions in the 2018/19 period.

Table 11

Analysis of proposed staffing levels for the 2018/19 period compared to the approved levels in the 2017/18 period

	2017/18 approved					*2018/19 proposed*					*Variance*				
Missions	*International*	*National*	*Temporary*	*United Nations Volunteers*	*Subtotal*	*International*	*National*	*Temporary*	*United Nations Volunteers*	*Subtotal*	*International*	*National*	*Temporary*	*United Nations Volunteers*	*Subtotal*
MINUJUSTH	157	184	1	6	348	166	190	1	14	371	9	6	–	8	23
MINURSO	83	167	–	18	268	82	163	–	18	263	(1)	(4)	–	–	(5)
MINUSCA	758	686	49	254	1 747	704	610	–	210	1 524	(54)	(76)	(49)	(44)	(223)
MINUSMA	806	898	2	189	1 895	811	898	2	189	1 900	5	–	–	–	5
MINUSTAH	320	932	–	94	1 346	–	–	–	–	–	(320)	(932)	–	(94)	(1 346)
MONUSCO	885	2 564	8	419	3 876	831	2 274	106	419	3 630	(54)	(290)	98	–	(246)
UNAMID	713	1 822	97	128	2 760	673	1 588	97	109	2 467	(40)	(234)	–	(19)	(293)
UNDOF	42	88	10	–	140	51	88	4	–	143	9	–	(6)	–	3
UNFICYP	37	119	–	–	156	38	119	1	–	158	1	–	1	–	2
UNIFIL	254	636	2	–	892	254	633	2	–	889	–	(3)	–	–	(3)
UNISFA	160	89	1	33	283	161	89	1	33	284	1	–	–	–	1
UNMIK	112	219	–	24	355	112	219	–	24	355	–	–	–	–	–
UNMIL	235	421	–	125	781	–	–	–	–	–	(235)	(421)	–	(125)	(781)
UNMISS	921	1 454	42	442	2 859	919	1 428	42	442	2 831	(2)	(26)	–	–	(28)
UNSOS	344	189	–	20	553	351	189	–	20	560	7	–	–	–	7
Subtotal	**5 827**	**10 468**	**212**	**1 752**	**18 259**	**5 153**	**8 488**	**256**	**1 478**	**15 375**	**(674)**	**(1 980)**	**44**	**(274)**	**(2 884)**
United Nations Logistics Base	126	288	31	–	445	138	306	1	–	445	12	18	(30)	–	–
Regional Service Centre, Entebbe	134	285	–	8	427	132	270	–	6	408	(2)	(15)	–	(2)	(19)
Support account	959	401	80	–	1 440	974	402	63	–	1 439	15	1	(17)	–	(1)
Total	**7 046**	**11 442**	**323**	**1 760**	**20 571**	**6 397**	**9 466**	**320**	**1 484**	**17 667**	**(649)**	**(1 976)**	**(3)**	**(276)**	**(2 904)**

Table 12
Post actions: abolishment, establishment and reclassification in the 2018/19 period

	2017/18 approved number of posts and positions	*Under-Secretary-General*	*Assistant Secretary-General*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Field Service*	*National Professional Officers*	*National General Service*	*United Nations Volunteers*	*Total net change*	*2018/19 proposed number of posts and positions*
MINUJUSTH	348	–	–	–	–	1	–	–	–	8	–	6	8	23	371
MINURSO	268	–	–	–	–	–	–	–	–	(1)	–	(4)		(5)	263
MINUSCA	1 747	–	–	–	(4)	2	(13)	(32)	2	(49)	(14)	(71)	(44)	(223)	1 524
MINUSMA	1 895	–	–	–	–	2	1	(2)	–	4	–	–	–	5	1 900
MONUSCO	3 876	–	–	–	(1)	1	(2)	(5)	(6)	(26)	10	(217)	–	(246)	3 630
UNAMID	2 760	–	–	–	–	–	(1)	(5)		(34)	(5)	(229)	(19)	(293)	2 467
UNDOF	140	–	–	–	–	–	–	3	–	–	–	–	–	3	143
UNFICYP	156	–	–	–	–	1	–	–	–	1	–	–	–	2	158
UNIFIL	892	–	–	–	–	–	1		(1)	–	(3)	–	–	(3)	889
UNISFA	283	–	–	–	–	1	1	(1)	–	–	–	–	–	1	284
UNMIK	355	–	–	–	–	–	–	–	–	–	–	–	–	–	355
UNMISS	2 859	–	–	–	–	–	–	–	–	(2)	–	(26)	–	(28)	2 831
UNSOS	553	–	–	–	–	1	4	(3)	–	5	–	–	–	7	560
United Nations Logistics Base	445	–	–	–	–	1	–	(1)	–	–	–	–	–	–	445
Regional Service Centre, Entebbe	427	–	–	–	–	–	–	(1)	(1)	–	(1)	(14)	(2)	(19)	408
Support account	1 440	–	–	–	–	(3)	–	5	–	–	–	(3)	–	(1)	1 439
Total	**18 444**	–	–	–	**(5)**	**7**	**(9)**	**(42)**	**(6)**	**(94)**	**(13)**	**(558)**	**(57)**	**(777)**	**17 667**

181. The geographic distribution of uniformed personnel and civilian personnel in the 2018/19 period is provided in figure XV.

Figure XV
Geographic distribution of uniformed and civilian personnel

Mission	Duty station	Percentage Resources	Posts
MONUSCO	Democratic Republic of the Congo	16.7	18.8
UNMISS	South Sudan	15.5	18.3
MINUSMA	Mali	15.9	14.6
UNAMID	Sudan	13.2	11.7
MINUSCA	Central African Republic	13.7	13.1
UNSOS	Somalia	8.2	0.5
UNIFIL	Lebanon	7.0	13.6
UNISFA	Sudan	3.9	4.4
MINUJUSTH	Haiti	1.3	1.4
United Nations Logistics Base	Italy	1.2	0.4
UNDOF	Syrian Arab Republic	0.9	1.2
UNFICYP	Cyprus	0.8	0.9
MINURSO	Morocco	0.8	0.4
UNMIK	Kosovo	0.5	0.3
Regional Service Centre, Entebbe	Uganda	0.5	0.3

Strategic planning assumptions for peacekeeping operations in the 2018/19 period

182. Peacekeeping operations remain one of the most effective tools available to help war-torn countries reach political solutions and sustainable peace. Current peacekeeping operations continue to be tasked with complex, multidimensional mandates, with tasks ranging from the monitoring of ceasefires, defusing the escalation of conflict and protecting civilians to supporting elections, extending state authority, peacebuilding and promoting human rights and the rule of law. These tasks are undertaken in politically complex environments, intrinsically linked to the political, security and economic interests of neighbouring States and are affected by asymmetrical security threats often directly targeted at both uniformed and civilian peacekeeping staff. The environments are also typically beset with logistical challenges such as limited infrastructure and unreliable supply lines.

183. For the 2018/19 period, the geographical focus of United Nations peacekeeping is expected to remain on Africa and the Middle East, where difficult and volatile regional, political, operational and security environments will require a high intensity of political and operational engagement, as well as sufficient, well-equipped and capable military and police components, ready for rapid, flexible and robust deployment. On the one hand, there will be a decrease in numbers owing to the closure of UNMIL, the reconfiguration of UNAMID (with the withdrawal of more than one third of current contingent personnel from Darfur) and the transition from MINUSTAH to MINUJUSTH. On the other hand, mandates for MONUSCO, MINUSMA, MINUSCA and UNMISS will likely remain especially challenging and complex to implement. There will also likely be situations where no peacekeeping operations are currently deployed that will require careful monitoring and assessment, the provision of technical expertise, contingency planning and support, including in

Burundi, Colombia, Libya, Somalia, the Syrian Arab Republic, Yemen and the Sahel region.

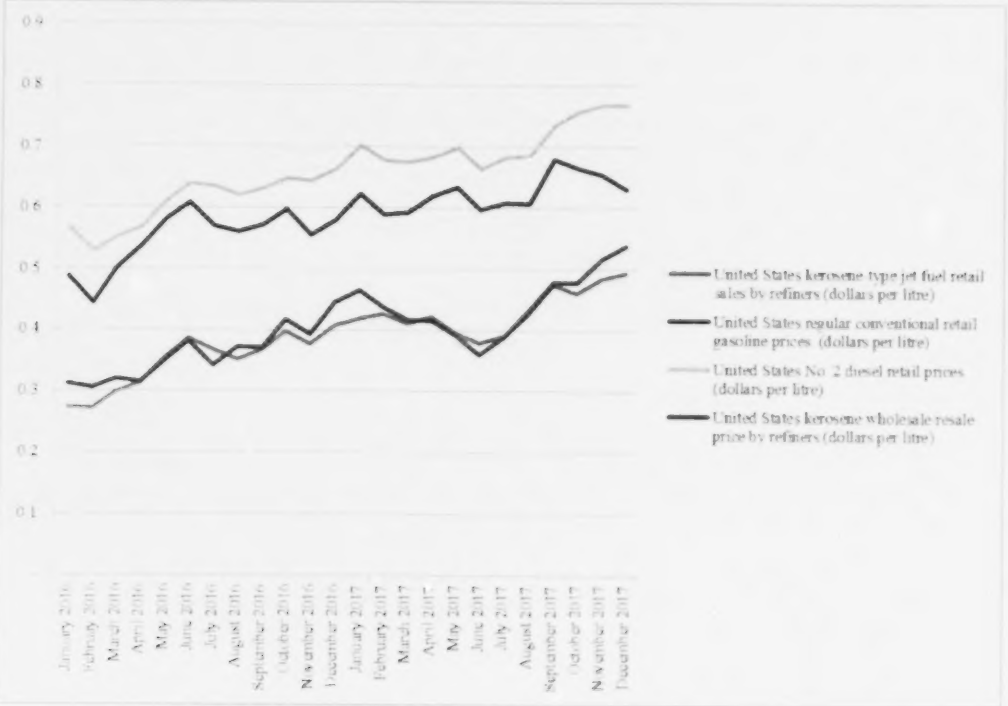
184. Member States' continued support for United Nations peacekeeping was demonstrated by decisions in 2017 regarding mandates to deploy 6,600 new troops and police for MINUSMA and UNMISS. The demand for faster, leaner and more efficient peace operations that deliver the mandated strategic objectives continues to grow, however, and the need for initiatives tailored to the political and operational circumstances of each mission remains evident. Peacekeeping will continue to require resources in order to fine-tune and update existing political strategies, devise mutual accountability frameworks with host nations, develop new approaches to implement mandates in lighter and more integrated ways, improve strategic and operational planning, strengthen deployment modalities and enhance the conduct and performance of peacekeepers, as well as their safety and ability to mitigate asymmetric threats, and to strengthen mission support. Moreover, continued cooperation on peace and security issues will be needed with regional and subregional organizations so as to leverage political capital and capabilities.

Impact of changing fuel prices on estimated requirements

185. While fuel prices had a significant downward impact on expenditure in the 2015/16 period and on the budget estimates for the 2016/17 period, there has been an upward trend in fuel prices observed since the beginning of 2016. The estimated fuel prices included in the proposed budgets are calculated based on average rates during a six-month period, so as to moderate the effects of significant outliers. As is the case with most commodities, fuel prices fluctuate, driven by supply and demand in different areas, including seasonal demand and weather conditions. Across peacekeeping missions, the impact of those variations on the proposed budgets for the 2018/19 period is showing an increase in fuel costs across almost all missions.

186. Fluctuations in average fuel prices for the past two years are shown in figure XVI.

Figure XVI
Average fuel prices from 1 January 2016 to December 2017
(United States dollars)



Exchange rate fluctuations during the previous year

187. In 2017, the euro has strengthened and appreciated by an average of 12 per cent against the United States dollar, which has recorded an annual decline for the first time in five years. The weakening of the dollar against the euro and other currencies such as CFA franc resulted in higher post adjustment multipliers in January 2018 compared with January 2017 in the majority of missions, with the most significant increase, of 15.3 per cent, in MINUSCA. The Sudanese pound continued its steady decline against the United States dollar after the currency was devalued by 84 per cent in December 2015, and depreciated further during the course of 2017.

188. Budget requirements for the 2018/19 period were estimated using the most recent exchange rates at the time of budget finalization, which, in most cases, were the December 2017 and January and February 2018 rates.

189. Figures XVII and XVIII reflect the performance of the dollar against the euro and the CFA franc during the period from January to December 2017.

Figure XVII
Performance of the United States dollar against the euro, 2017 calendar year

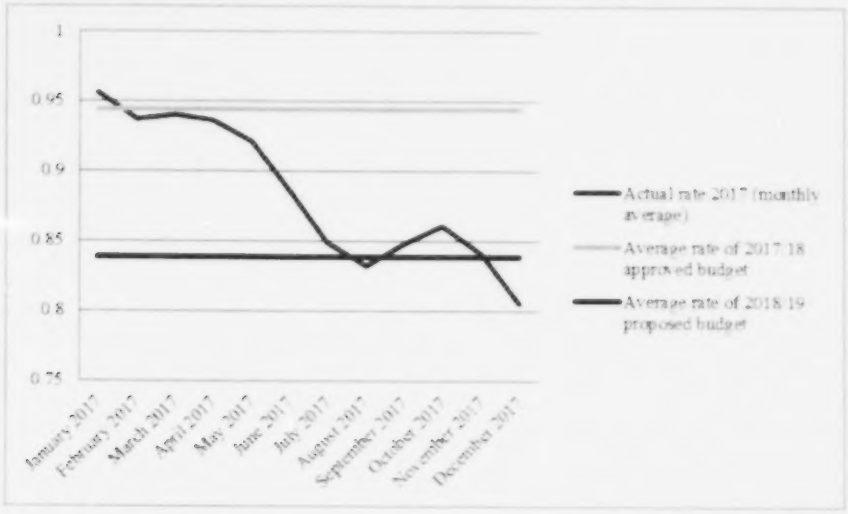
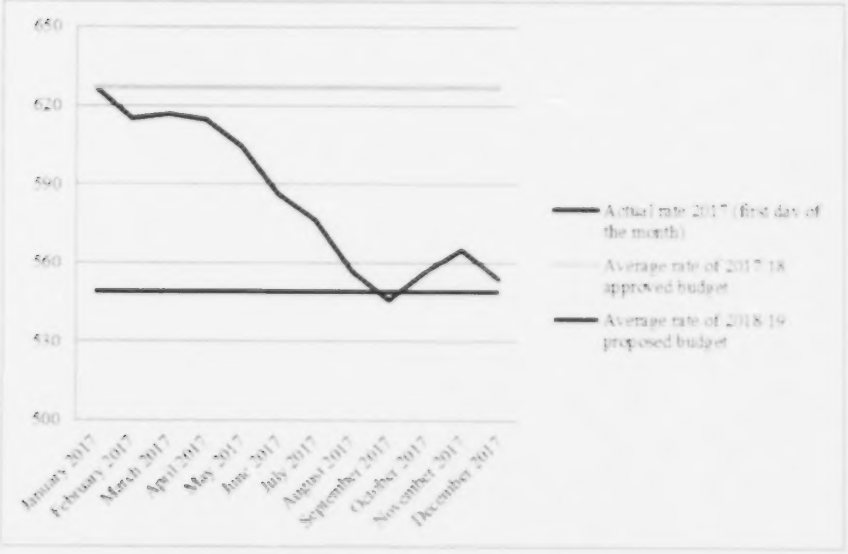


Figure XVIII
Performance of the United States dollar against the CFA franc, 2017 calendar year



Human resources: vacancy factors

190. Vacancy rates with respect to the computation of personnel costs are based on actual personnel deployment for the 2016/17 period and the first half of the 2017/18 period, as well as the expenditure pattern of missions and projected changes in mission levels of personnel and mission-specific circumstances in relation to the deployment of uniformed personnel and the recruitment of civilian staff. For military and police personnel, the variables considered for the proposed delayed deployment

factors include the current fiscal year-to-date average vacancy rates, as well as historical deployment patterns and planned deployment, as applicable. For civilian personnel, the proposed vacancy factors take into account the most recent vacancy rates, current fiscal year-to-date average vacancy rates, as well as historical incumbency patterns and proposed changes in the composition of staff, as applicable. In the support account for peacekeeping operations, proposed vacancy rates reflect fiscal year average for the first six months, with the higher vacancy rate for new posts and positions of 50 per cent.

191. Salary costs for the 2018/19 period were estimated using the salary scales and post adjustment approved in January 2017 for international staff, as published by the International Civil Service Commission. National staff salaries are based on the most recently applied salary scale in individual missions.

Planned vacancy rates for the 2018/19 period

192. Information on vacancy rates for each mission is provided in table 13.

Table 13
Planned and actual vacancy rates

(Percentage)

Mission	*Category*	*Actual average 2016/17*	*Budgeted 2017/18*	*Projected 2018/19*
MINUJUSTH	International staff	—	13.8	11.0
	National Professional Officers	—	14.9	6.0
	National General Service staff	—	13.8	4.0
	United Nations Volunteers	—	5.0	14.0
MINURSO	International staff	15.7	15.0	10.0
	National General Service staff	4.8	4.0	6.0
	United Nations Volunteers — international	55.6	40.0	20.0
MINUSCA	International staff	20.7	25.8	8.3
	National Professional Officers	32.8	40.9	15.0
	National General Service staff	38.2	40.9	15.0
	United Nations Volunteers — international	17.5	20.0	12.0
	United Nations Volunteers — national	25.5	5.0	2.0
	Temporary international staff	42.3	25.0	–
	Temporary National Professional Officers	50.0	0.0	–
	Temporary National General Service staff	100.0	0.0	–
MINUSMA	International staff	12.7	15.0	17.4
	National Professional Officers	17.4	20.0	17.7
	National General Service staff	13.1	15.0	19.8
	United Nations Volunteers	15.9	20.0	17.5
	Temporary international staff	0.0	25.0	50.0
MINUSTAH	International staff	11.3	–	–
	National Professional Officers	12.9	–	–
	National General Service staff	10.3	–	–
	United Nations Volunteers — international	14.9	–	–
	Temporary National Professional Officers	18.2	–	–
	Temporary United Nations Volunteers	11.1	–	–

Mission	Category	Actual average 2016/17	Budgeted 2017/18	Projected 2018/19
MONUSCO	International staff	12.1	18.0	18.0
	National Professional Officers	19.7	22.0	22.0
	National General Service staff	6.8	10.5	10.5
	United Nations Volunteers — international	11.3	12.9	12.9
	United Nations Volunteers — national	81.8	12.9	35.0
	Temporary international staff	–	50.0	18.0
	Temporary National Professional Officers	–	0.0	22.0
	Temporary National General Service staff	–	0.0	10.5
UNAMID	International staff	13.0	11.5	7.0
	National Professional Officers	21.3	14.9	3.0
	National General Service staff	4.3	3.6	5.0
	United Nations Volunteers — international	22.1	25.0	10.0
	Temporary international staff	5.9	7.0	7.0
	Temporary National General Service staff	2.5	4.0	4.0
UNDOF	International staff	4.8	5.0	9.0
	National General Service staff	2.3	2.5	5.0
	Temporary international staff	33.3	28.0	50.0
UNFICYP	International staff	5.6	6.0	7.0
	National Professional Officers	50.0	–	25.0
	National General Service staff	2.6	4.0	2.0
	Temporary international staff	–	–	50.0
UNIFIL	International staff	6.3	5.5	3.0
	National Professional Officers	40.4	40.4	17.0
	National General Service staff	7.5	7.6	6.4
	Temporary international staff	50	–	–
UNISFA	International staff	22.9	23.6	15.0
	National Professional Officers	0.0	0.0	0.0
	National General Service staff	14.0	15.0	10.0
	United Nations Volunteers	3.1	10.0	6.0
	Temporary international staff	14.3	14.3	15.0
UNMIK	International staff	15.2	6.0	6.0
	National Professional Officers	6.1	3.0	3.0
	National General Service staff	1.1	1.0	1.0
	United Nations Volunteers	16.7	11.0	11.0
UNMIL	International staff	10.5	16.0	–
	National Professional Officers	18.2	10.0	–
	National General Service staff	8.9	10.0	–
	United Nations Volunteers	14.0	15.0	–
UNMISS	International staff	11.8	15.0	9.0
	National Professional Officers	9.7	10.0	8.0
	National General Service staff	9.6	10.0	5.0
	United Nations Volunteers — international	12.5	11.0	10.0
	United Nations Volunteers — national	33.3	16.0	–

Mission	*Category*	*Actual average 2016/17*	*Budgeted 2017/18*	*Projected 2018/19*
	Temporary international staff	14.3	20.0	15.0
	Temporary national staff	20.0	20.0	10.0
UNOCI	International staff	8.1	–	–
	National Professional Officers	5.9	–	–
	National General Service staff	5.4	–	–
	United Nations Volunteers — international	12.7	–	–
UNSOS	International staff	30.4	31.0	10.0
	National Professional Officers	33.3	33.0	20.0
	National General Service staff	17.5	16.0	10.0
	United Nations Volunteers — international	23.8	24.0	2.0
Regional Service Centre	International staff	20.5	20.0	16.0
	National Professional Officers	51.6	50.0	15.0
	National General Service staff	9.7	6.0	12.0
	United Nations Volunteers — international	62.5	50.0	10.0
United Nations Logistics Base	International staff	15.5	16.4	15.0
	National staff	3.8	3.5	6.0
	Temporary international staff	9.1	9.0	15.0
	Temporary national staff	23.5	12.0	–
Support account	International staff	11.0	10.6	11.9
	National staff	6.6	6.9	9.7
	Temporary international Staff	20.7	21.8	23.5
	Temporary national Staff	17.6	17.6	25.0

Civilian personnel incumbency trends

193. Vacancy rates applied in the calculation of budgets for the 2018/19 for peacekeeping missions are projected to decrease for both international staff and national staff owing to the maturity of missions, operational circumstances and reductions in the staffing complement, including in MINUSCA and UNAMID. In the Regional Service Centre in Entebbe, the vacancy rates for international staff and National Professional Officers are expected to decrease owing to recruitment efforts.

Civilian staff costs

194. For the 2018/19 period, budgetary rates for international staff net salaries and staff assessment were determined using the revised base salary scale for professional and higher categories, as approved by the General Assembly in its resolution 72/255, effective 1 January 2018. The scale reflects the consolidation, on a "no-loss/no-gain basis", of 0.97 multiplier points into the net base salaries in effect under the salary scale of 1 January 2017. The net base salary scale for staff in the Field Service category has also been revised, effective 1 January 2018. The post adjustment multiplier for each duty station for January 2018 was applied to the net base salary rates. The actual expenditures of common staff costs and net salaries for the period from 1 July 2016 to 30 June 2017 were used to calculate the percentage of common staff costs applied to the budgets for the 2018/19 period.

195. For the 2018/19 period, the salary scale for international civilian staff costs is exhibiting an upward trend in most peacekeeping missions owing to generally higher post adjustment multipliers due to the depreciation of the United States dollar. There

is also an overall higher percentage of common staff costs as a result of the implementation of the unified salary scale in January 2017, owing to the moving of the dependent spouse allowance from net salary to common staff costs.

196. Under common staff costs, the main contributing factors to the net increase are as follows: (a) an increase in the dependency allowance (which was previously embedded in the net base/floor salary under the dependent salary rate); (b) an increase in allowances related to staff movements, mostly under relocation and settling-in grants; and (c) an increase in the pension subsidy related to the revised pensionable remuneration scale for the Professional and higher categories of staff in February 2017.

197. In the support account for peacekeeping operations, reduced requirements for salary costs are attributable mainly to the higher vacancy factors used to estimate the costs of posts and general temporary assistance positions based on the actual trends. The implementation of the unified salary scale in January 2017 has resulted in estimated reductions under the standard salary costs, owing mainly to the moving of the dependency spouse allowance (which was previously embedded in the net base/floor salary under the dependent salary rate) from net salary to common staff costs, which is reflected by the higher estimation under common staff costs. In addition, the Secretary-General is also proposing an overall reduction of 15 posts and general temporary assistance positions as of 1 July 2018, which has also contributed to the reduction in salary costs for the 2018/19 period.

198. With regard to national staff, the latest salary scales are used for net salary and staff assessment, with the percentage of common staff costs to net salary based on past trends applied to the average grade and step of national staff in missions.

XII. Implementation of the requests of the General Assembly in its resolution 70/286 and management initiatives

A. Personnel issues

Recruitment of staff in the field

199. The General Assembly, in its resolution 63/250, mandated the Department of Field Support to use roster-based recruitment to fill field positions. Accordingly, the Field Personnel Division of the Department publishes generic job openings and facilitates the assessment, interviews and suitability screening for hundreds of candidates for the purpose of creating and maintaining viable rosters of qualified candidates for immediate and anticipated vacancies. The rostering process frontloads the assessment and clearance of rapidly deployable candidates suitable for field missions and thereby reduces recruitment timelines for missions. Roster-based recruitment represents 85 to 90 per cent of all field recruitments for international posts in peace operations. The timeline from the closing of a recruit from roster job opening to the selection of a candidate takes 55 days on average, as opposed to an average of 277 days for a position-specific job opening in the field. Rosters are maintained across 24 job families through the analysis of capacity gaps and the development of a yearly generic job openings schedule of approximately 40 generic job openings being advertised each year, with at least an average of 800 new candidates rostered (and thousands of candidates reviewed) and endorsed by the field central review bodies. The function of building, maintaining and managing the field mission rosters remains critical, in order to comply with the General Assembly's request to make every effort to reduce the recruitment lead time for staff in field missions (resolution 70/286). Since recommended candidates on the rosters resulting from such global exercises

may be selected by all missions, the costs of the exercise should continue to be apportioned among the missions on a pro rata basis.

Expert panel activities

200. During the 2016/17 period, the Field Personnel Division maintained 450 rosters across 24 occupational groups at all levels, categories and job families. Approximately 38,000 applications were received for 60 generic job openings managed by 12 occupational group managers and assessed by 118 expert panels. A total of 1,860 candidates from that exercise were endorsed by the field central review bodies.

201. During the current period, the Field Personnel Division expects to manage 44 generic job openings with a focus on new rosters related to supply chain management, service delivery, risk management, and information and communications technology, as well as on attracting bilingual candidates. Resource requirements of $975,560 are expected to be apportioned to peacekeeping missions to meet the costs of expert panel assessments. Efforts are made, in particular, to add women to the rosters in all occupational groups, in keeping with the Secretary-General's agenda to achieve gender parity in peace operations.

202. For the 2017/18 period, resources in the amount of $1.1 million for expert panel activities were approved. The breakdown by mission is provided in table 14.

Table 14
Approved resources for expert panel activities in the 2017/18 period, by mission

(United States dollars)

Peacekeeping mission	*1 July 2017 to 30 June 2018 Apportionment*
MINURSO	7 640
MINUSCA	151 268
MINUSMA	151 268
MINUSTAH/MINUJUSTH	57 844
MONUSCO	151 268
Regional Service Centre	7 640
UNAMID	151 268
UNDOF	7 640
UNFICYP	7 640
UNIFIL	57 844
UNISFA	57 844
United Nations Logistics Base	7 640
UNMIK	7 640
UNMIL	57 844
UNMISS	151 268
UNSOS	57 844
Total	**1 091 400**

203. For the 2018/19 period, resource requirements in the amount of $1.1 million are estimated for expert panel activities. The breakdown by mission is provided in table 15.

Table 15
Estimated resources for expert panel activities in the 2018/19 period, by mission

(United States dollars)

Peacekeeping mission	*1 July 2018 to 30 June 2019 Apportionment*
MINURSO	8 513
MINUSCA	160 218
MINUSMA	160 218
MINUJUSTH	59 809
MONUSCO	160 218
Regional Service Centre	8 513
UNAMID	160 218
UNDOF	8 513
UNFICYP	8 513
UNIFIL	59 809
UNISFA	59 809
United Nations Logistics Base	8 513
UNMIK	8 513
UNMISS	160 218
UNSOS	59 809
Total	**1 091 404**

Representation of troop- and police-contributing countries in the Departments of Peacekeeping Operations and Field Support

204. In its resolution 70/286 (para. 23), the General Assembly requested the Secretary-General to intensify his efforts to ensure proper representation of troop- and police-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support, taking into account their contribution to United Nations peacekeeping, and to report thereon in the context of his next overview report.

205. The Secretariat has taken a number of actions to address the request contained in General Assembly resolution 70/286 and previous requests on this issue contained in resolutions 67/287 and 66/265, which include:

(a) Amendment to administrative instruction (ST/AI/2010/3) on the staff selection system requiring that, in the final selection decision by the head of the department/office, due consideration be given to candidates from troop- or police-contributing countries for positions in a peacekeeping operation or Headquarters support account-funded positions in the Department of Peacekeeping Operations, the Department of Field Support and other departments with support account resources (ST/AI/2010/3/Amend.2);

(b) Inclusion of a provision in administrative instruction (ST/AI/2016/1) on the new staff selection and managed mobility system requiring the Office of the Human Resources Management to indicate, in submitting the list of suitable candidates to the Job Network Board and the Senior Review Board, the candidates from troop- and police-contributing countries applying for positions in a peacekeeping operation or for Headquarters support account-funded positions in the

Department of Peacekeeping Operations and the Department of Field Support, taking into account the contribution of those countries to United Nations peacekeeping;

(c) Placement of a special notice in job openings for posts in the Professional and higher categories financed under the support account stating that applicants from troop- and police-contributing countries who are found most suitable and recommended for selection will be given due consideration for positions in a peacekeeping operation or Headquarters support account-funded positions in the Departments of Peacekeeping Operations and Field Support, taking into account their contribution to United Nations peacekeeping, in accordance with General Assembly resolutions 66/265 and 67/287;

(d) Certification by the hiring managers, when submitting a selection recommendation to the heads of the Departments of Peacekeeping Operations and Field Support, that they have given due consideration to candidates from troop- and police-contributing countries, taking into account their contribution to United Nations peacekeeping operations;

(e) Outreach activities to increase nominations of active duty seconded officers by troop- and police-contributing countries, and in particular nominations of female officers; activities include dedicated briefings, meetings and visits to troop- and police-contributing countries, as well as awareness-raising media campaigns on social media and websites devoted to recruitment;

(f) Monitoring and reporting, on a regular basis, by the Executive Office of the Departments of Peacekeeping Operations and Field Support, on the representation of troop- and police-contributing countries within the Departments, covering both civilian and active duty seconded officers' positions.

206. Outreach activities resulted in a 27 per cent increase in 2016 bin the participation of troop- and police-contributing countries in phase 1 of the 2016 military and police recruitment campaign compared with phase 1 of the 2013 campaign (data preceding 2013 phase 1 are not available). In phase 1 of the 2017 campaign, a small decrease in the number of countries was seen, as illustrated in table 16.

Table 16
Number of nationalities represented in the Departments of Peacekeeping Operations and Field Support, 2013 to 2017

	2013 phase 1	*2013 phase 2*	*2014 phase 1*	*2014 phase 2*	*2015*	*2016*	*2017*
Number of nationalities	51	65	62	59	70	70	66
Percentage of participation increase		22	18	14	27	27	23

207. As at 31 December 2017, the representation of troop- and police-contributing countries in the Department of Peacekeeping Operations was at 98 per cent, while in the Department of Field Support it was at 93 per cent. Tables 17 and 18 show the representation of troop- and police-contributing countries for both civilian and seconded officers since April 2011. While there are some fluctuations in the number of staff owing to rotation of personnel and monthly fluctuations in the number of troop- and police-contributing countries, the figures demonstrate the efforts made by both departments since 2011 to increase the representation of troop- and police-contributing countries in compliance with General Assembly resolutions 66/265, 67/287 and 70/286.

Table 17
Percentage of staff from troop- and police-contributing countries in the Department of Peacekeeping Operations

	30 April 2011	30 April 2012	30 April 2013	30 April 2014	30 April 2015	30 April 2016	30 April 2017	31 December 2017
Percentage of staff from troop- and police-contributing countries	97	97	97	96	97	97	97	98
Percentage of staff from non-troop-contributing and non-police-contributing countries	3	3	3	4	3	3	3	2

Table 18
Percentage of staff from troop- and police-contributing countries in the Department of Field Support

	30 April 2011	30 April 2012	30 April 2013	30 April 2014	30 April 2015	30 April 2016	30 April 2017	31 December 2017
Percentage of staff from troop- and police-contributing countries	91	93	91	92	94	92	91	93
Percentage of staff from non-troop-contributing and non-police-contributing countries	9	7	9	8	6	8	9	7

B. Operational requirements

Air operations

208. On 20 April 2017, in a memorandum directed at both heads of missions and Headquarters officials, the Secretary-General launched an initiative to boost the efficiency of United Nations aviation operations. Immediate changes included reducing fleets, limiting passenger movement to essential needs and cutting the number of non-mission passengers traveling on United Nations flights, as well as reducing the number of special flights. In addition, the initial detailed review was to be concluded by 31 December 2017 and final decisions made in early 2018.

209. To this end, a working group at Headquarters has coordinated with stakeholders to find cost efficiencies throughout United Nations field missions worldwide. The approach has been predicated on analysing the demand in order to inform the corresponding requirement for aircraft support. The working group has assessed movement control information, which provides mission-by-mission detail on the movement of people and cargo. In addition, military demands were assessed to review whether the military aviation support in place met the desired outcomes in the most cost-effective way possible. A detailed examination of essential requirements and associated aviation schedules has allowed for the development of proposals for more efficient ways of conducting operations and a corresponding reduction of aircraft and costs.

210. It is anticipated that the options under review, including reductions, shared solutions, replacements and adjustments to standing units, could lead to a significant decrease in the number of aircraft deployed to field missions, with a reduction in the related budgetary requirements. Some related efforts started during the 2016/17 period and are anticipated to continue during the 2017/18 and 2018/19 periods. Regional jet and executive jet reductions will be possible through new shared modalities. Underutilized aircraft are being replaced by more efficient solutions. In

some cases, fixed-wing aircraft will carry out the work of costlier and less efficient rotary-wing aircraft. For military units, where flight hours are directly associated with costs in many cases, adjustments in budgeted flight hours based on historical utilization and reflecting a reduction in the number of hours to be flown has been explored. Costly attack helicopters have been replaced by more cost-efficient armed rotary-wing aircraft. In addition, letters of assist for attack helicopters, which are reimbursed on a monthly rental fee basis, have been reviewed to reflect adequate provisions so as to protect the Organization against low utilization. Centralized command and control of strategic aircraft will allow for additional widebody aircraft to support global troop rotations in a more cost-effective manner.

211. The role of the Strategic Air Operations Centre in Brindisi has been further enhanced in this regard. The Air Transport Section of the Department of Field Support and the Strategic Air Operations Centre are handling all strategic flights, and that role is expected to continue and expand. The Operations Centre continues to coordinate the use of aircraft in a shared or borrowed capacity, including widebody aircraft used in support of troop rotations to and from the mission areas. It is considered essential to have a consolidated entity supporting all shared and standby aircraft operations, in order to maximize efficiencies and coordinate schedules in the most effective manner. With further strengthening of the Operations Centre and increased availability of on-call aircraft, it is expected that the dedicated United Nations fleet can be further reduced.

212. In recent years, the role of the Transport and Movement Integrated Control Centre in Entebbe concerning air operations has decreased, from providing regional coordination to providing only support for aircraft ground handling, refuelling and crew accommodation, on a case-by-case basis. This was owing to a variety of reasons, including the chartering of a cost-effective widebody troop rotation asset by the Movement Control Section at Headquarters, as well as to the fact that regional missions retained close control of their dedicated air assets.

213. While many military utility helicopters and fixed-wing aircraft are used for logistical purposes (passengers/cargo), their deployments are based on military planning requirements. When not engaging in specific military or higher-risk operations, they are appropriately used for their ability to provide support to logistical activities. Efforts to enhance shared capacities in air operations will continue. It is hoped that short-term surge requirements within missions can be supplemented by an increased use of standby and shared aircraft, coordinated by the Strategic Air Operations Centre. Some current and planned measures related to shared capacities include the following:

(a) The Secretary-General's initiative noted the possibility of UNMISS and UNISFA sharing a regional jet;

(b) There are plans for a tactical military C-130 to be shared by missions, and for this arrangement to be coordinated by the Strategic Air Operations Centre in Brindisi, beginning in the third quarter of 2018;

(c) The widebody aircraft, on a long-term charter contract, for supporting troop rotations is shared by all missions and operational control has shifted to the Operations Centre in Brindisi, in order to maximize the availability of that aircraft for all requirements;

(d) A new solicitation for troop rotation flights is anticipated to be undertaken in the second quarter of 2018, with a resulting contract to be in place by the end of 2018. This will provide for a second widebody, as well as additional narrow-body, aircraft. These aircraft will be coordinated by the Operations Centre and be available to all missions, as needed, for troop rotations and other short-term requirements;

(e) Efforts are ongoing to expand the standby fleet of executive jets and medium-sized turbo prop aircraft, among other types of aircraft, in order to increase the availability of this pool of on-call aircraft. The fleet will be coordinated through the Operations Centre and is to be shared among missions.

Rations efficiency initiative

214. The provision of quality rations for peacekeepers while ensuring cost effectiveness and efficiency in the management thereof continues to be a priority for the Secretariat. In line with the recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/70/742, paras. 149 and 150), the Department of Field Support analysed the trend of rations cost, before the introduction of the new ration standards, from the 2008/09 to 2012/13 periods, and after the introduction of new rations standards, the introduction of performance credits to the United Nations from vendors not meeting key performance indicators or rations standards as stipulated in relevant contracts and the implementation of the electronic rations management systems as an improved management tool from the 2013/14 to the 2016/17 periods.

215. The overall pattern of rations cost is aligned with the number of personnel deployed in the field. The estimated total cost of rations ranges from $290 million in the 2008/09 period for 80,264 personnel compared to $294 million in 2015/16 period for 118,487 personnel. The average cost per person per day initially demonstrated a declining trend, which started to increase again in the 2015/16 and continued to do so throughout the 2016/17 period. The increasing trend in rations cost per person per day is attributable to some external factors in a few missions, owing to some mission-specific conditions, which the administration will continue to address without compromising operational requirements.

216. With a view to achieving cost effectiveness and efficiency, while maintaining the quality of rations, the Department of Field Support has introduced a new electronic rations management system and the performance credits for assessing vendors' performance. The electronic rations management system has been essential in ensuring consistent implementation of the rations contracts. The implementation of new business processes for rations, which have defined service levels, including cost control mechanisms, have resulted in savings of more than $83 million. The system has enabled missions to measure the performance levels of contractors and to avail of the discounts and credits as applicable. As a result, period-based comparisons of rations cost per person per day show that the average cost of rations has decreased from $9.5 for the periods 2008/09 to 2013/14, to $8.12 for the periods 2014/15 to 2016/17.

217. An analysis of the trend of rations costs is provided in table 19.

Table 19
Analysis of cost of rations, 2008/09 to 2016/17

Period	*Average strength*	*Rations expenditures (millions of United States dollars)*	*Cost per person/day (United States dollars)*	*Performance credits (millions of United States dollars)*	*Net cost (millions of United States dollars)*	*Net cost per person/day (United States dollars)*
2008/09	80 264	291	9.92		291	9.92
2009/10	91 059	330	9.93		330	9.93
2010/11	92 969	343	10.12		343	10.12
2011/12	97 553	312	8.77		312	8.77
2012/13	107 674	352	8.95		352	8.95
Subtotal/ average	**469 519**	**1 628**	**9.50**		**1 628**	**9.50**

Period	Funding strength	Ration expenditures (millions of United States dollars)	Cost per person-day (United States dollars)	Performance credits (millions of United States dollars)	Net cost (millions of United States dollars)	Net cost per person-day (United States dollars)
2013/14	104 327	301	7.9	27	274	6.22
2014/15	114 322	329	7.89	28	301	7.32
2015/16	118 487	394	9.12	14	380	8.79
2016/17	110 473	386	9.57	14	372	9.23
Subtotal/ average	**447 609**	**1 410**	**8.63**	**83**	**1 327**	**8.12**

Implementation of the electronic rations management system

218. The electronic rations management system is designed to provide an efficient order management tool to contingents, with full visibility and oversight control provided to management, while ensuring a responsible stewardship of resources. Currently, the system has been implemented in MINUSMA, MONUSCO, UNAMID, UNFICYP, UNIFIL, UNISFA and UNMISS. The implementation of the system in MINUSCA, UNSOS, MINURSO and UNDOF is scheduled for 2018.

XIII. Budget performance for the period from 1 July 2016 to 30 June 2017

2016/17: synopsis of financing and performance for the period

219. The General Assembly approved resources of $7.90 billion inclusive of authority to enter into commitments for 6 months until 31 December 2016 in respect of UNOCI in an amount not to exceed $153 million.

220. During the 2016/17 financial period, at its seventy-first session, the General Assembly approved revised budget estimates for the withdrawal and closure of UNOCI for the period from 1 July 2016 to 30 June 2017 in the amount of $171.9 million. In addition, during the financial period, the Advisory Committee authorized commitment authority in respect of (a) UNDOF, in the amount of $8.8 million; and (b) UNISFA, in the amount of $11.3 million. As a result, the approved budget for peacekeeping operations for the 2016/17 period amounted to $7.91 billion.

221. The information above is summarized in table 20.

Table 20
Financial resources approved for the 2016/17 period

(Thousands of United States dollars)

	1 July 2016 to 30 June 2017		
Peacekeeping component	Appropriation approved (seventieth session of the General Assembly)	Commitment authority	Total approved
MINURSO	52 550.4		52 550.4
MINUSCA	920 727.9		920 727.9
MINUSMA	933 411.0		933 411.0
MINUSTAH	345 926.7		345 926.7
MONUSCO	1 235 723.1		1 235 723.1

	1 July 2016 to 30 June 2017		
Peacekeeping component	*Appropriation approved (seventieth session of the General Assembly)*	*Commitment authority*	*Total approved*
UNAMID	1 039 573.2		1 039 573.2
UNDOF	47 714.1	8 829.4	56 543.5
UNFICYP	54 849.9		54 849.9
UNIFIL	488 691.6		488 691.6
UNISFA	268 624.6	11 300.0	279 924.6
UNMIK	36 486.9		36 486.9
UNMIL	187 139.6		187 139.6
UNMISS	1 081 788.4		1 081 788.4
UNOCI	171 937.8		171 937.8
UNSOS	574 304.9		574 304.9
Subtotal, missions	**7 439 450.1**	**20 129.4**	**7 459 579.5**
United Nations Logistics Base	82 857.8		82 857.8
Regional Service Centre	39 203.6		39 203.6
Support account	327 380.3		327 380.3
Total, resources	**449 441.7**	–	**449 441.7**
Total appropriation	**7 888 891.8**	**20 129.4**	**7 909 021.2**

Table 21
Financial position and performance for the 2016/17 period

(Thousands of United States dollars)

			Variance	
Peacekeeping component	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
MINURSO	52 550.4	52 514.6	35.8	0.1
MINUSCA	920 727.9	871 616.3	49 111.6	5.3
MINUSMA	933 411.0	933 399.6	11.4	0.0
MINUSTAH	345 926.7	337 816.5	8 110.2	2.3
MONUSCO	1 235 723.1	1 234 443.2	1 279.9	0.1
UNAMID	1 039 573.2	1 028 134.9	11 438.3	1.1
UNDOF	56 543.5	55 880.4	663.1	1.2
UNFICYP	54 849.9	54 006.9	843.0	1.5
UNIFIL	488 691.6	480 693.7	7 997.9	1.6
UNISFA	279 924.6	279 867.3	57.3	0.0
UNMIK	36 486.9	34 783.1	1 703.8	4.7
UNMIL	187 139.6	182 846.5	4 293.1	2.3
UNMISS	1 081 788.4	1 071 740.5	10 047.9	0.9
UNOCI	171 937.8	166 586.6	5 351.2	3.1
UNSOS	574 304.9	570 234.8	4 070.1	0.7
Subtotal, missions	**7 459 579.5**	**7 354 564.9**	**105 014.6**	**1.4**
United Nations Logistics Base	82 857.8	82 224.5	633.3	0.8

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
Regional Service Centre	39 203.6	36 332.6	2 871.0	7.3
Support account	327 380.3	327 055.9	324.4	0.1
Subtotal	**7 909 021.2**	**7 800 177.9**	**108 843.3**	**1.4**
Voluntary contributions in kind (budgeted)	4 795.1	1 024.3	3 770.8	78.6
Total requirements	**7 913 816.3**	**7 801 202.2**	**112 614.1**	**1.4**

222. As shown in table 21, the total approved budget for the period from 1 July 2016 to 30 June 2017 amounted to $7.9 billion, inclusive of the support account and the United Nations Logistics Base and exclusive of budgeted voluntary contributions in kind. The related expenditure amounted to $7.8 billion, resulting in an overall unencumbered balance of $0.1 billion.

223. The overall budget implementation rate in the 2016/17 period was 98.6 per cent (compared to 96.6 per cent for the 2015/16 period). The unencumbered balance of $0.1 billion principally reflects underexpenditure for: (a) operational costs in MINUSCA, mainly owing to the pursuit of locally sourced labour and materials for construction in lieu of commercial services, and the delayed deployment of the unmanned aerial system and one rotary-wing aircraft; (b) UNAMID, owing to reduced requirements for facilities and infrastructure and communications, as well as higher-than-budgeted actual average vacancy rates for national staff and United Nations Volunteers; (c) UNMISS, mainly attributable to reduced requirements under national staff owing to the depreciation of the South Sudanese pound against the United States dollar; (d) MINUSTAH, mainly attributable to reduced requirements for military and police personnel and operational costs as a result of the drawdown of the Mission in preparation for its closure; (e) UNIFIL, attributable mainly to reduced requirements for travel on rotation of military contingents as a result of the use of a charter contract, and reduced requirements for civilian personnel as a result of higher-than-budgeted actual average vacancy rates for international and national staff; (f) UNOCI, mainly attributable to reduced requirements for military and police personnel owing to earlier than planned repatriation and reduced requirements under operational costs owing to lower than planned demand for aviation support and information and communications technology services, as well as earlier than planned closure of camps; (g) UNMIL, mainly attributable to reduced requirements for military and police personnel owing to higher-than-budgeted actual average vacancy rates, and lower operational costs owing to reduced requirements for air and ground transportation, the early decommissioning of a naval vessel and the closure of sites; and (h) UNSOS, attributable to reduced requirements for operational costs, mainly owing to lower than budgeted expenditure for ground transportation, other supplies, services and equipment, communications and medical supplies and services.

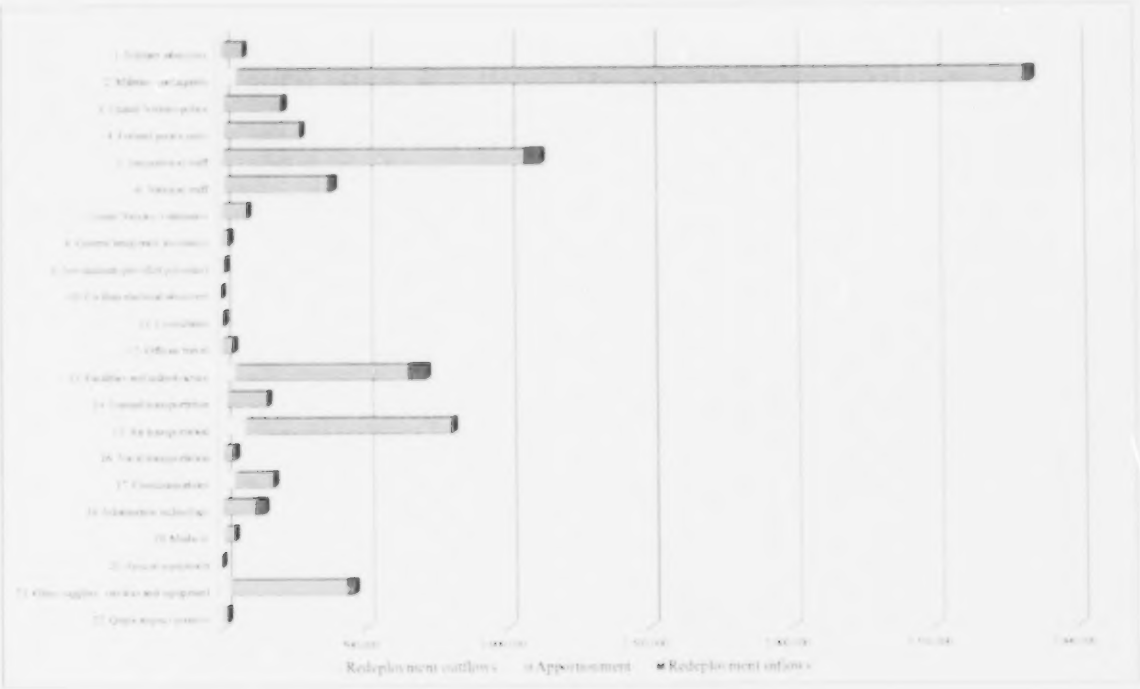
224. During the reporting period, a number of Security Council decisions had a significant impact on the mandates of peacekeeping operations, in particular: the focus on a single strategic objective in the mandate of MINUSCA to support the creation of conditions conducive to the sustainable reduction of the presence of, and the threat posed by, armed groups through a sequenced and concurrent approach (Security Council resolution 2301 (2016)); the mandate for MONUSCO to provide technical assistance and logistical support for the revision of the electoral register in the Democratic Republic of the Congo (Security Council resolution 2277 (2016)); the increased in the authorized strength of uniformed personnel of UNMISS, including

4,000 military personnel for the regional protection force in Juba, South Sudan, in response to the outbreak of violence in July 2016 in Juba, which spread into other parts of the country (Security Council resolutions 2304 (2016), 2326 (2016) and 2327 (2016)); and in Mali, the Security Council increased the authorized strength of uniformed personnel of MINUSMA, by 2,049 military and 480 police personnel for the 2016/17 period (Security Council resolution 2295 (2016)).

225. Figure XIX depicts the level of redeployment by class of expenditure in the 2016/17 period.

Figure XIX
Redeployments by class of expenditure in the 2016/17 period

(United States dollars)



226. During the reporting period, funds were redeployed mostly to group II, civilian personnel, primarily in: (a) MONUSCO ($19.9 million) to meet the increased requirements brought about by lower-than-budgeted actual average vacancy rates for international staff, national staff and United Nations Volunteers, a higher-than-budgeted ratio of common staff costs to salary for international staff, and to cover the cost of the deployment of an average of 18 international staff and 58 United Nations Volunteers for four months in support of the revision of the electoral register; and (b) MINUSCA ($19.2 million) owing to the lower-than-budgeted actual average vacancy rates and higher actual salary rates and common staff costs for international and national personnel, as well as the higher actual average incumbency rate of government-provided personnel, owing to the authorization of 68 additional corrections officers by the Security Council in its resolution 2264 (2016), a provision for which had not been included in the budget for the 2016/17 period.

227. Improvements in budgetary performance also relate to the management of allotments and constant monitoring of budget utilization, especially with regard to the

financial year-end closing, so as to ensure that periodic redeployments are made to reflect the expenditures within budget class. This was demonstrated by the improvements noted by the Board of Auditors regarding budget formulation and management, as reflected in annex II to the financial statements (A/72/5 (Vol. II)). The regular review of periodic financial management reports, Umoja workflows and the status of redeployments with the missions facilitated the guidance provided on monitoring the utilization of resources, including obligations as they are liquidated, and facilitated the timely utilization of funds.

XIV. Action to be taken by the General Assembly

228. **The General Assembly is requested to take note of the present report.**

Annex I

Decisions and requests of the General Assembly in its resolution 70/286 on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, to the seventy-second session*
Section I	**Budget presentation and financial management**	
Paragraph 12	Welcomes the new format for the presentation of the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations, encourages further positive developments in this regard, and reiterates its request that he ensure that budget data is provided in tabular, editable format, in order to enhance the transparency of the budget document	The presentation of the overview report and the individual mission budgets reflects the request made by the General Assembly
Paragraph 14	Also stresses the importance of further steps by the Secretary-General towards improving budget presentations and making more accurate forecasts	The presentation of the overview report and the individual mission budgets reflects the request made by the General Assembly Paras. 126–128
Paragraph 15	Requests the Secretary-General to ensure that the results-based budget framework adequately permits consideration of each mission's progress towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the mission	Paras. 89 and 90 and individual mission budgets
Paragraph 16	Also requests the Secretary-General to report on those improvements that have been made in the budget preparation and presentation as a result of the implementation of Umoja and the International Public Sector Accounting Standards in the next overview report	Paras. 120, 121 and 123
Section II	**Personnel issues**	
Paragraph 20	Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions	Paras. 157 and 158
Paragraph 21	Stresses the importance of leadership development at all staff levels, regular performance management for senior leadership	Para. 36

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting made, if applicable, to the seventy-second session*
	and strengthened accountability, and requests the Secretary-General to continue efforts in this regard and to report on these activities in the context of the next report on the overview of the financing of the United Nations peacekeeping operations	
Paragraph 22	Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of the next overview report	Paras. 199 and 200
Paragraph 23	Requests the Secretary-General to intensify his efforts to ensure proper representation of troop-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support, taking into account their contribution to United Nations peacekeeping, and to report thereon in the context of his next overview report	Paras. 204–206
Paragraph 24	Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership;	Para. 29
Paragraph 25	Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system	Paras. 29–35, 117 and 204
Paragraph 27	Requests the Secretary-General to report on measures taken to expand the participation of women in peacekeeping operations and make further recommendations to increase the number	Paras. 29–35

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, to the seventy-second session*
	of uniformed and civilian women in peacekeeping operations, taking into account facilities and services to facilitate their deployment, in the context of the next overview report	
Paragraph 30	Expresses deep concern about delays in the settlement of claims in respect of death and disability, and requests the Secretary-General to take urgent measures to eliminate the existing backlog of death and disability claims pending for more than three months and to report on the progress made to the General Assembly at its seventy-first session	See annex VI The Secretariat makes every effort to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of the claims with all necessary documentation. Some death claims may remain pending until a determination is made by a board of inquiry that the incident was mission-related and not caused by gross negligence or wilful misconduct
Section III	**Operational requirements**	
Paragraph 31	Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures	Paras. 75 and 81–83
Paragraph 32	Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard	Paras. 78–80
Paragraph 33	Also recognizes the use of new, innovative techniques, including the use of animals, in particular rats and dogs, for the detection of mines, explosives and weapons in some parts of the world, and requests the Secretary-General to report on the possible application of such techniques for demining activities in peacekeeping operations in the context of the next report on the overview of the financing of the United Nations peacekeeping operations	Para. 68
Paragraph 34	Further recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the	Para. 115 and annex IX

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, to the seventy-second session*[a]
	need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions	
Paragraph 35	Requests the Secretary-General to ensure the security of information and communications in missions, including those gathered from the use of unmanned aerial systems, as a matter of priority	Para. 99
Paragraph 36	Recalls paragraph 39 of its resolution 69/307 and paragraphs 136 to 138 of the report of the Advisory Committee, reaffirms its request to the Secretary-General to ensure consistency, transparency and cost-efficiency in the budgeting for unmanned aerial systems in individual peacekeeping operation budget proposals in this regard, including by presenting expected accomplishments and indicators of achievement, as well as information on outputs, as appropriate, in the context of the results-based budget framework, and also reaffirms its request to the Secretary-General to include comprehensive information, including on lessons learned from the utilization of unmanned aerial systems in United Nations peacekeeping operations, in his next overview report	Para. 115
Paragraph 37	Also recalls paragraph 40 of its resolution 69/307, requests the Secretary-General to report, in the context of the next overview report, on the efforts undertaken to ensure that the procurement of unmanned aerial systems from commercial providers complies with the United Nations Procurement Manual, and recalls its requests to the Secretary-General that he ensure that reimbursement of such systems provided by troop-contributing countries is consistent with the framework set out in the Contingent-Owned Equipment Manual, and to submit to the next Working Group on Contingent-Owned Equipment an issue paper to clarify the current reimbursement arrangements for unmanned aerial systems provided by troop-contributing countries	Paras. 75 and 115 A proposal to add unmanned aerial systems to the list of major equipment deployed in the Contingent-Owned Equipment Manual was included in the report of the Working Group on Contingent-Owned Equipment. The purpose of the proposal is to reduce the lengthy administrative procedure associated with negotiating this equipment as a special case, which has an adverse impact on the deployment and/or finalization of memorandums of understanding
Paragraph 38	Requests the Secretary-General to expedite the completion of the assessment of the roles and responsibilities of the Air Transportation Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre and to make comprehensive proposals thereon in the context of the next overview report	Paras. 210–212

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode—if applicable, to the seventy-second session*
Paragraph 39	Notes that the continued implementation of the aviation information management system should help air operations planning, management and oversight, and requests the Secretary-General to provide details on the realized benefits of this system in the next overview report	Para. 114
Paragraph 40	Requests the Secretary-General to continue to review and optimize the composition of mission vehicle fleets and ensure that the vehicles are fit for purpose, and to submit a cost-benefit analysis outlining, inter alia, the type, quality, efficiency, maintenance cost and environmental impact of vehicle adjustments in the context of the next overview report	Para. 108
Paragraph 41	Also requests the Secretary-General to continue his efforts to ensure that accommodation provided by the United Nations for uniformed and civilian personnel serving in peacekeeping operations meet the relevant United Nations standards and to report thereon at the second part of its resumed seventy-first session	Paras. 75 and 214
Paragraph 42	Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration for operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion	Missions budget proposals present consolidated requirements for construction. For multi-year projects, only annual requirements are included in the budgets for the 2018/19 period
Paragraph 43	Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards	Revised guidance on global asset management was issued by the Department of Field Support, with the United Nations Logistics Base at Brindisi, Italy, playing a clearing house role
Paragraph 44	Recalls paragraphs 16 and 18 of its resolution 69/273 of 2 April 2015, and in this regard reiterates its requests to the Secretary-General that he continue to explore additional innovative ways to promote procurement from developing countries and countries with economies in	Efforts continue at Headquarters and in the field to increase the number of local vendors from developing countries and countries with economies in transition who are registered to do business with the United Nations. In addition, efforts

Reference	*Requests to the Secretary-General and its decisions*	*Reporting mode, if applicable, to the seventy-second session*[a]
	transition at Headquarters and field offices and to encourage interested local vendors to apply for registration on the Secretariat vendor roster, with a view to broadening its geographical base	continue to promote procurement from developing countries to the degree possible, in compliance with the United Nations Procurement Manual. Such efforts include the convening of local business seminars on how to do business with the United Nations and how to assist vendors in registering locally
Paragraph 45	Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual	Efforts continue to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations to the degree possible, in compliance with the United Nations Procurement Manual. This includes ensuring the fairness, integrity and transparency of the procurement process
Paragraph 46	Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field	The Regional Procurement Office will continue to support peacekeeping missions within the region by providing procurement services, guidelines and training and assistance at start-up and expansion
Paragraph 48	Notes the dangerous environments in which peacekeeping operations are deployed, encourages the Secretary-General, further to the existing strategy, to continue to take additional measures, including improving situational awareness and using integrated technology, to ensure the safety and security of all personnel participating in operations under the auspices of the United Nations and to report on the progress made in this regard in the context of future overview reports	Para. 101
Paragraph 51	Notes ongoing efforts to ensure that both business continuity plans and disaster recovery plans are in place in all peacekeeping missions within a defined time frame, and requests the Secretary-General to continue to implement network intrusion detection and incident management software covering all missions and to continue to undertake information security awareness efforts in all missions and departments	The Information and Communications Technology Division of the Department of Field Support and the Office of Information and Communications Technology of the Department of Management have deployed a network intrusion detection system in the United Nations Logistics Base, which is being closely monitored. iNeed is utilized as the Department of Field Support information and communications technology incident management software. In addition, the Information and Communications Technology Division collaborated with the Office of Information and Communications Technology to develop an information security awareness programme and deploy it to all missions

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, to the seventy-second session[a]*
Paragraph 55	Recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all planned projects, and requests the Secretary-General to enhance the impact of these projects while addressing underlying challenges	Quick-impact projects constitute an essential tool to build confidence in the mission, its mandate and the peace process. The Secretariat has therefore taken a number of steps to ensure a timely, responsible and accountable implementation of quick-impact projects across peacekeeping operations In accordance with the 2013 policy on quick-impact projects and the related 2011 guidelines, field missions have established dedicated project management teams and are implementing good practices for the identification of reliable implementing partners and the documentation of project selection procedures. Missions have taken measures to assess non-completion risks and to monitor the implementation of quick-impact projects. Furthermore, missions have developed internal evaluation mechanisms and are actively exploring options for external evaluations. Annex XI provides information on resources for quick-impact projects in peacekeeping missions in the 2018/19 period The Departments of Peacekeeping Operations and Field Support are currently reviewing the policy and guidelines documents. The review process will address chalienges related to implementation and impact measurement
Paragraph 57	Requests the Advisory Committee to request the Board of Auditors to issue a compilation of lessons learned from the global field support strategy for publication on the website of the Board	See the information provided by the Board of Auditors[a]
Paragraph 59	Also stresses the importance of thorough, responsive and advance planning for any mission transition process, in full coordination with all United Nations system entities, relevant regional organizations and the host Government, to ensure a timely, efficient and effective transfer of essential roles and responsibilities when responding to changes in the mandate	Paras. 39, 40, 48 and 51 Over the past three years, since the introduction of the policy on United Nations transitions in the context of mission drawdown and withdrawal, a significant change in organizational practice related to transition processes has been observed
Paragraph 60	Recalls paragraphs 73 and 74 of the report of the Advisory Committee, as well as the relevant observations of the Board of Auditors, and requests the Secretary-General to ensure that	Paras. 209–219

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, to the seventy-second session*
	efficiency efforts are properly implemented, overseen and assessed and that the results of such efforts are reported to the General Assembly in a transparent, consistent manner	
Paragraph 61	Requests the Secretary-General to ensure that any initiatives related to field support and service delivery improvements take into account lessons learned and best practices from other Secretariat initiatives so as to maximize benefits and avoid possible duplication and overlap	In progress. See the proposals contained in the report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/71/417)
Paragraph 63	Requests the Secretary-General to ensure that Member States are provided with comprehensive and factual information to ensure that the benefits of the implementation of initiatives in the post-global field support strategy period are fully realized	In progress. See the proposals contained in the report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/71/417)
Paragraph 64	Also requests the Secretary-General to develop a cost-benefit analysis methodology, including benefits realization plans, that can be empirically verified to provide assurance regarding the benefits that have accrued or are expected to accrue as a result of the implementation of the global field support strategy and to provide follow-up information on this matter in the next overview report	In progress. Methodological guidance on conducting cost-benefits analyses for future projects, including the preparation of benefits realization plans, is being finalized
Paragraph 65	Takes note of the progress in the implementation of the supply chain management project, and decides that any changes in the organizational structures, roles and functions of the Department of Field Support, the Global Service Centre, the Regional Service Centre in Entebbe, Uganda, and field missions attributed to this project shall be submitted to the General Assembly for its consideration and approval	Reflected in missions budgets, as applicable
Paragraph 66	Recalls paragraph 63 of its resolution 69/307, notes the need for further progress in developing the scalability model for the Regional Service Centre, reiterates its request that the Secretary-General develop scalability models for the support account for peacekeeping operations and the United Nations Logistics Base at Brindisi, Italy, and requests the Secretary-General to report thereon in the context of the next overview report	The United Nations Logistics Base has established a working group to address the scalability model at the United Nations Logistics Base. The findings of the working group will form an integral part of the requirements in the budget for the 2019/20 period. The scalability model will establish a correlation between workload and the support capacity required, taking into account the results of the civilian staffing review. With respect to the Regional Service Centre in Entebbe, a scalability model was applied in the 2018/19 budget and it incorporated efficiency gains

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, to the seventy-second session*
Paragraph 67	Also recalls paragraph 47 of the report of the Advisory Committee, and requests the Secretary-General to ensure that all scalability models take into account, inter alia, workload factors and efficiency gains	See the entry above for paragraph 67 of resolution 70/286
Paragraph 68	Recognizes that the inclusion of programmatic funds in mission budgets on a case-by-case basis is intended to support the effective implementation of mandated tasks, and, in order to provide greater transparency, requests the Secretary-General to clearly and consistently present the cost of such activities when they are included in future mission budgets	Paras. 37–42 and annex X
Section IV	**Special measures for protection from sexual exploitation and sexual abuse**	
Paragraph 70	Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel	Paras. 84–88 See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)
Paragraph 71	Welcomes the determination of the Secretary-General to fully implement the United Nations policy of zero tolerance of sexual exploitation and abuse, and requests the Secretary-General to report on the results achieved and challenges encountered in the next report	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)
Paragraph 72	Also welcomes the appointment of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, and requests the Secretary-General to regularly update Member States on progress with respect to her mandate	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)
Paragraph 74	Reaffirms that all categories of personnel in United Nations peacekeeping operations must be held to the same standard of conduct so as to preserve the image, credibility, impartiality and integrity of the United Nations, and remains committed to further consideration of ways of ensuring managerial, command and individual accountability	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)
Paragraph 75	Highlights the importance of providing expeditious support to victims, notes with appreciation the establishment of the Trust Fund in Support of Victims of Sexual Exploitation and	The mechanism for the transfer of withheld payments is being developed by the relevant offices

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, to the seventy-second session*[a]
	Abuse, recalls paragraph 59 of its resolution 65/289, and decides to approve the transfer of withheld payments in substantiated cases of sexual exploitation and abuse by civilian, military and police personnel to the Trust Fund	
Paragraph 76	Calls upon the Secretary-General to ensure coordination across United Nations entities at the country level in order for victims to receive immediate basic assistance and support in accordance with their individual needs arising from alleged sexual exploitation and abuse	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)
Paragraph 78	Reiterates the importance of further improving the collaboration between the Secretary-General and the troop- and police-contributing countries with regard to allegations of sexual exploitation and sexual abuse, emphasizing the need to maintain frequent exchange of information on all aspects related to sexual exploitation and abuse	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)
Paragraph 79	Requests the Secretary-General to immediately inform the Member States concerned about allegations of sexual exploitation and abuse, of which United Nations entities may become aware, in missions operating under a Security Council mandate, and requests the Secretary-General to ensure that the Member States concerned receive all available information to allow for appropriate follow-up by their national authorities	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)
Paragraph 80	Recognizes the risk factors linked to recent allegations of sexual exploitation and abuse, as identified by the Secretary-General in paragraph 25 of his latest report (A/70/729), including the rehatting of troops, the absence of predeployment training on standards of conduct, the excessive length of deployment for certain contingents, the living conditions of contingents, including lack of welfare and communication facilities to stay in contact with home, camps being situated in proximity to and not properly separated from the local population and lack of discipline among some contingents, and in this regard requests the Secretary-General to further analyse all risk factors, including those listed above, in his next report and to provide recommendations to mitigate those risks, taking into account the respective responsibilities of missions, the Secretariat and troop- and police-contributing countries	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, to the seventy-second session*[a]
Paragraph 81	Stresses the importance of training all personnel for the prevention of sexual exploitation and sexual abuse, as part of the predeployment training, as well as in mission training and awareness-raising programmes, and requests the Secretary-General to expedite the deployment of the e-learning programme	Paras. 84–88 See the report of the Secretary-General on combating sexual exploitation and abuse (A/71/97). Provisions for training are included in proposed budgets for peacekeeping missions for the 2018/19 period
Paragraph 82	Recalls paragraph 175 of the report of the Advisory Committee (A/70/742), and requests the Secretary-General to include in future reports information on allegations of sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)
Paragraph 83	Requests the Secretary-General to use the reporting methodology and template, as contained in annex III to the latest report of the Secretary-General (A/70/729), for all United Nations uniformed and civilian personnel and non-United Nations forces operating under a Security Council mandate and to include information on the nature of the allegations using the reporting methodology and template, as contained in annex I to the same report	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)
Paragraph 84	Supports the intention of the Secretary-General to include, in the next report on measures for protection from sexual exploitation and sexual abuse, information on referrals for criminal accountability for substantiated allegations of sexual exploitation and abuse by civilian personnel and experts on mission and on any related actions taken by the United Nations or Member States concerned	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1)
Paragraph 85	Recalls paragraph 48 of its resolution 69/307, requests that the report of an independent review on sexual exploitation and abuse by international peacekeeping forces in the Central African Republic be made available to the General Assembly, and looks forward to discussing the conclusions of the Secretary-General on that report no later than at the main part of its seventy-first session	See the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/71/818 and A/71/818/Corr.1), which addressed the recommendations of the External Independent Review Panel to review and assess the response of the United Nations to recent allegations of sexual exploitation and sexual abuse, including in the Central African Republic, as well as a broad range of systemic issues related to how the United Nations responds to serious information of this kind, and the recommendations contained in Security Council resolution 2272 (2016)
Paragraph 86	Notes with concern the findings in the independent review, including on the flaws of the	See the report of the Secretary-General on special measures for protection from sexual

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, to the seventy-second session*[a]
	United Nations system response, and requests the Secretary-General to report on lessons learned and measures to improve the system-wide response to allegations of sexual exploitation and abuse and to uphold the highest standards of transparency, efficiency and accountability	exploitation and abuse (A/71/818 and A/71/818/Corr.1), which addressed the recommendations of the External Independent Review Panel to review and assess the response of the United Nations to recent allegations of sexual exploitation and sexual abuse, including in the Central African Republic, as well as a broad range of systemic issues related to how the United Nations responds to serious information of this kind, and the recommendations contained in Security Council resolution 2272 (2016)
Section V	**Other issues**	
Paragraph 88	Requests the Secretary-General to continue to promote effective coordination and collaboration with regard to the audit, evaluation and investigation functions of the Office of Internal Oversight Services in order to ensure an integrated approach for the oversight of peacekeeping missions, bearing in mind the operational independence of the Office	Information will be reported in the context of the report of the Office of Internal Oversight Services on the activities of the Office on peace operations

[a] Paragraph numbers refer to paragraphs of the present overview report.

[b] Available from http://www.un.org/en/auditors/board/pdfs/GESS%20lessons%20learned%20(Final)%2027.4.17.pdf.

Annex II

Analysis of proposed res[illegible]s for the period from 1 July 2018 to 30 June 2019

Table 1
Proposed requirements for the 2018/19 period by class of expenditure
(Thousands of United States dollars. Budget year is from 1 July 2018 to 30 June 2019.)

	Apportionment (2017/18)	*Cost estimates (2018/19)*	*Variance*	
Class of expenditure	*(1)*	*(2)*	*Amount (3)=(2)-(1)*	*Percentage (4)=(3)÷(1)*
Military and police personnel				
Military observers	65 768.0	71 633.0	5 865.0	8.9
Military contingents	2 769 394.3	2 730 938.8	(38 455.5)	(1.4)
United Nations police	157 680.1	144 902.0	(12 778.1)	(8.1)
Formed police units	272 805.6	263 023.4	(9 782.2)	(3.6)
Subtotal	**3 265 648.0**	**3 210 497.2**	**(55 150.8)**	**(1.7)**
Civilian personnel				
International staff	1 171 034.6	1 221 299.0	50 264.4	4.3
National staff	403 345.2	418 926.0	15 580.8	3.9
United Nations Volunteers	77 163.2	70 876.1	(6 287.1)	(8.1)
General temporary assistance	41 818.4	30 985.6	(10 832.8)	(25.9)
Government-provided personnel	14 731.7	14 183.2	(548.5)	(3.7)
Subtotal	**1 708 093.1**	**1 756 269.9**	**48 176.8**	**2.8**
Operational costs				
Civilian electoral observers	–	–	–	–
Consultants	10 074.1	9 309.6	(764.5)	(7.6)
Official travel	37 233.2	36 258.8	(974.4)	(2.6)
Facilities and infrastructure	601 038.5	603 000.4	1 962.2	0.3
Ground transportation	117 433.5	107 763.5	(9 670.0)	(8.2)
Air operations	760 184.0	700 049.5	(60 134.5)	(7.9)
Marine operations	3 025.0	3 885.4	860.4	28.4
Communications and information technology	303 767.6	324 963.8	21 196.2	7.0
Medical	39 783.9	36 200.5	(3 583.4)	(9.0)
Special equipment	–	–	–	–
Other supplies, services and equipment	428 943.2	410 796.5	(18 057.0)	(4.2)
Quick-impact projects	13 800.0	11 800.0	(2 000.0)	(14.5)
Subtotal	**2 315 283.0**	**2 244 118.0**	**(71 165.0)**	**(3.1)**
Enterprise resource planning project	25 038.3	28 859.1	3 820.8	15.3
Information and systems security	821.5	821.5	–	–
Global service delivery model	868.5	1 302.8	434.3	50.0
Global Shared Service Centres	–	9 905.9	9 905.9	–
Peacekeeping Capability Readiness System	–	3 881.6	3 881.6	–

Class of expenditure	Apportionment (2017/18) (1)	Cost estimates (2018/19) (2)	Variance: Amount (3) = (2)-(1)	Variance: Percentage (4) = (3) ÷ (1)
Cross-cutting initiatives across peacekeeping operations	–	13 088.2	13 088.2	–
Gross requirements	**7 315 752.4**	**7 268 744.2**	**(47 008.2)**	**(0.6)**
Staff assessment income	170 318.0	173 204.6	2 886.6	1.7
Net requirements	**7 145 434.4**	**7 095 539.6**	**(49 894.8)**	**(0.7)**
Voluntary contributions in kind (budgeted)	1 223.0	1 111.2	(111.8)	(9.1)
Total requirements	**7 316 975.4**	**7 269 855.4**	**(47 120.0)**	**(0.6)**

Table 2
Main factors contributing to the variances in resource requirements for the 2018/19 period by class of expenditure

Class of expenditure	Main factors contributing to the variances
Military observers	The increased requirements are attributable mainly to additional requirements in MONUSCO related to the planned higher deployment of military observers owing to the inclusion of military staff officers under this heading The overall increase is offset in part by the closure of UNMIL and lower deployments in MINUSCA, MINUSMA and UNMISS
Military contingents	The decreased requirements are attributable mainly to: (a) the closing of UNMIL; (b) the transition from MINUSTAH to MINUJUSTH; (c) the repatriation of military contingent personnel in UNAMID during the 2017/18 period; (d) the lower requirements for mission subsistence allowance and travel for military officers and the lower provisions for contingent-owned equipment, freight for contingent equipment and travel of troops in MONUSCO; (e) the reduction of the AMISOM contingent in UNSOS pursuant to Security Council resolution 2372 (2017); and (f) the reconfiguration of the Maritime Task Force in UNIFIL for the provision of six vessels compared with seven vessels in the 2017/18 period, including the reduction in the estimated flight hours of the two Maritime Task Force helicopters The overall decrease was offset in part by the mandated increase in authorized troop strength for MINUSCA pursuant to Security Council resolution 2387 (2017) and the higher expected deployment of military personnel in MINUSMA, UNDOF and UNISFA
United Nations police	The decreased requirements are attributable mainly to the closure of UNMIL, the repatriation of United Nations police personnel in UNAMID during the 2017/18 period and the transition from MINUSTAH to MINUJUSTH The overall decrease is offset in part by increased requirements in UNISFA, UNFICYP and MINUSCA

Class of expenditure	*Main factors contributing to the variances*
Formed police units	The decreased requirements are attributable mainly to the closure of UNMIL and the transition from MINUSTAH to MINUJUSTH
	The overall decrease is offset in part by increased requirements in MINUSCA, UNSOS and MONUSCO
International staff	The increased requirements are attributable mainly to increased requirements in MINUSCA, UNSOS and MINUSMA related to increased salary costs and accelerated recruitment efforts for civilian personnel in MINUSCA, lower vacancy rates for civilian staff in UNSOS and revised salary scales in MINUSMA
	The overall increase is offset in part by the closure of UNMIL, the transition from MINUSTAH to MINUJUSTH and the abolishment of posts in UNAMID and MONUSCO
National staff	The increased requirements are attributable mainly to higher requirements in MINUSCA, MINUSMA, UNLB, UNIFIL, UNFICYP, UNSOS, UNMIK and UNISFA owing to increased salary costs and lower vacancy rates
	The overall increase is offset in part by the closure of UNMIL and the abolishment of national posts in UNAMID and MONUSCO
United Nations Volunteers	The decreased requirements are attributable mainly to the closure of UNMIL, the transition from MINUSTAH to MINUJUSTH and lower requirements in MONUSCO
	The overall decrease is offset in part by higher requirements in UNSOS and the Regional Service Centre in Entebbe, Uganda
General temporary assistance	The decreased requirements are attributable mainly to the conversion of general temporary assistance positions in MINUSCA, UNDOF and the United Nations Logistics Base at Brindisi, Italy
	The overall decrease is offset in part by the conversion of 98 international and national posts to general temporary assistance in MONUSCO
Government-provided personnel	The decreased requirements are attributable mainly to the closure of UNMIL, the transition from MINUSTAH to MINUJUSTH and the application of a higher vacancy factor for Government-provided personnel in MINUSMA
	The overall decrease is offset in part by the application of a lower vacancy factor in UNSOS
Consultants	The decreased requirements are attributable mainly to the closure of UNMIL and the initiative undertaken in UNSOS to outsource most services, thereby limiting consultancy services for the 2018/19 period
	The overall decrease is offset in part by increased requirements in MONUSCO related to an additional provision for experts to monitor and collect information pertaining to the arms embargo in accordance with Security Council resolution 2348 (2017) and increased requirements in UNISFA for geospatial information

Class of expenditure	*Main factors contributing to the variances*
	services that were previously provided for under the communications and information technology class of expenditure and will be provided by consultants in the 2018/19 budget period
Official travel	The decreased requirements are attributable mainly to the closure of UNMIL and increased utilization by UNSOS, MINUSMA and UNIFIL of videoconferencing for meetings to reduce travel costs
	The overall decrease is offset in part by increased requirements in MONUSCO owing to the implementation of the new concept of protection through projection, which requires more travel for the mobile teams
Facilities and infrastructure	The decreased requirements are attributable mainly to: (a) the closure of UNMIL and MINUSTAH; (b) reduced requirements in UNSOS owing to the completion of major construction projects; and (c) reduced requirements in UNDOF owing to non-inclusion of a provision for the acquisition of safety and security equipment and engineering supplies for the rehabilitation of Camp Faouar approved in the budget for the 2017/18 period, which is no longer required for the 2018/19 period, as the major rehabilitation phase of the Camp is complete
	The overall decrease is offset in part by increased requirements for: (a) the replacement of an aged prefabricated building in MONUSCO; (b) higher estimated cost for diesel fuel in UNIFIL; (c) proposed one-time construction activities in UNFICYP to accommodate the relocation of troops from the Ledra Palace Hotel facility; (d) the acquisition and installation of pre-fabricated bunkers and boom gates in MINURSO to provide a more secure environment; (e) construction projects in MINUSCA to accommodate additional military personnel; and (f) the outsourcing of camp management services and higher costs for generator fuel in UNISFA, and the proposed implementation of a surveillance system in the Amiet market
Ground transportation	The decreased requirements are attributable mainly to reduced requirements in UNSOS and UNISFA owing to the completion of major acquisitions in the 2017/18 period and reduced requirements for spare parts owing to lower projected vehicle and equipment holdings, as well as to the closure of UNMIL and MINUSTAH.
	The overall decrease is offset in part by increased requirements in MINUSMA and MONUSCO owing to increases in fuel price and consumption
Air operations	The decreased requirements are attributable mainly to a reduction in the number of flight hours in MINUSCA, MINUSMA, UNSOS and UNIFIL, the lower cost per flight hour in MINURSO and the closing of UNMIL and MINUSTAH. In addition, the decrease is due to lower guaranteed fleet costs, lower fuel consumption and the non-renewal of the letter of assist for an unmanned aerial system in MINUSCA
	The overall decrease is offset in part by increased requirements in MONUSCO owing to changes in the composition of the rotary-

Class of expenditure	*Main factors contributing to the variances*
	wing fleet involving the addition of 4 MI-24 protection/defence helicopters and 1 MI-26 heavy-lift helicopter and the discontinuation of 3 Rooivalk protection/attack helicopters and 2 MI-8MT medium helicopters
Marine operations	The increased requirements are attributable mainly to the acquisition of sea containers in MINUSMA, as well as the replacement of five vessels in UNSOS because of wear and tear from the harsh Somali marine environment
	The overall increase is offset in part decreased requirements in UNIFIL owing to the decommissioning of the commercial vessel, which was no longer required
Communications and information technology	The increased requirements are mainly attributable to the extension of the coverage of the military security network and camp protection services under letter-of-assist arrangements in MINUSMA in response to increased attacks on MINUSMA personnel and premises
	The overall increase is offset in part by the closure of UNMIL and MINUSTAH and decreased requirements in MINUSCA, UNSOS, UNIFIL, UNISFA, UNDOF, UNMIK, MINURSO and the United Nations Logistics Base
Medical	The decreased requirements are attributable mainly to reduced requirements for drugs and consumables in UNSOS owing to the fact that fewer AMISOM clinics were supported, no requirements for medical products and equipment for the level II hospital in Bangui because the current hybrid arrangement between MINUSCA and a troop-contributing country ended effective July 2018 and the closure of UNMIL
	The overall decrease is offset in part by increased requirements in MINUSMA owing to the planned deployment of an additional aero-medical team to ensure adequate coverage of all locations
Other supplies, services and equipment	The decreased requirements are attributable mainly to the closure of UNMIL and MINUSTAH, reduced requirements for implementing partners and grants in MINUSCA because there were fewer programmatic activities and lower projected costs related to mine action activities in UNISFA
	The overall decrease is offset in part by increased requirements in: (a) UNSOS, owing to increased costs for the delivery of rations by a third-party logistics contractor; (b) MONUSCO, owing to increased requirements under freight for the provision of logistical support for the military concept of operations of protection through projection; and (c) MINUSMA, owing to the provision for individual contractors, which was previously made under the facilities and infrastructure class of expenditure
Quick-impact projects	The decreased requirements are mainly attributable to the closure of UNMIL and a lower number of planned projects in MONUSCO

Table 3
Proposed resource requirements for the 2018/19 period by peacekeeping component

(Thousands of United States dollars. Budget year is from 1 July 2017 to 30 June 2018.)

Peacekeeping component	*Apportionment (2017/18)*	*Proposed budget (2018/19)*[a]	*Variance*	
			Amount	*Percentage*
MINUJUSTH	88 111.2	124 413.8	36 302.6	41.2
MINURSO	52 000.0	53 878.2	1 878.2	3.6
MINUSCA	882 800.0	945 532.6	62 732.6	7.1
MINUSMA	1 048 000.0	1 099 490.4	51 490.4	4.9
MINUSTAH	90 000.0	–	(90 000.0)	(100.0)
MONUSCO	1 141 848.1	1 153 468.8	11 620.7	1.0
UNAMID	910 941.2	782 590.5	(128 350.7)	(14.1)
UNDOF	57 653.7	61 847.6	4 193.9	7.3
UNFICYP	54 000.0	55 152.0	1 152.0	2.1
UNIFIL	483 000.0	482 839.6	(160.4)	(0.0)
UNISFA	266 700.0	271 115.6	4 415.6	1.7
UNMIK	37 898.2	37 920.4	22.2	0.1
UNMIL	110 000.0	–	(110 000.0)	(100.0)
UNMISS	1 071 000.0	1 154 657.7	83 657.7	7.8
UNSOS	582 000.0	568 744.0	(13 256.0)	(2.3)
Subtotal	**6 875 952.4**	**6 791 651.2**	**(84 301.2)**	**(1.2)**
United Nations Logistics Base at Brindisi, Italy[b]	81 000.0	87 297.3	6 297.3	7.8
Regional Service Centre in Entebbe, Uganda[c]	33 000.0	35 194.8	2 194.8	6.7
Support account for peacekeeping operations[d]	325 800.0	354 600.9	28 800.9	8.8
Subtotal	**7 315 752.4**	**7 268 744.2**	**(47 008.2)**	**(0.6)**
Voluntary contributions in kind (budgeted)	1 223.0	1 111.2	(111.8)	(9.1)
Total	**7 316 975.4**	**7 269 855.4**	**(47 120.0)**	**(0.6)**

[a] Exclusive of the request for authority to enter into commitments of $84.5 million for the provision of MONUSCO support to the presidential and legislative elections (see Security Council resolution 2348 (2017)) for the 2018/19 period.

[b] Inclusive of requirements in the amount of $686,900 to be charged against the appropriation for the programme budget for the biennium 2018–2019 under section 3, Political affairs, approved by the General Assembly in its resolutions 72/262 A and 72/263 A-C.

[c] Inclusive of requirements related to operating and maintenance costs of the enterprise resource planning system in the amount of $16.9 million for the period from 1 July 2017 to 30 June 2018 and $17.8 million for the period from 1 July 2018 to 30 June 2019.

[d] Inclusive of requirements in the 2018/19 period for: enterprise resource planning in the amount of $28.9 million; information and systems security in the amount of $0.8 million; the global service delivery model in the amount of $1.3 million; the Global Shared Service Centres in the amount of $9.9 million; the Peacekeeping Capability Readiness System in the amount of $3.9 million; and cross-cutting initiatives across peacekeeping operations in the amount of $13.1 million (see also A/72/790, annex XIX).

Table 4
Main factors contributing to variances in resource requirements for the 2018/19 period by peacekeeping component

Peacekeeping component	*Main factors for variance*
MINUJUSTH	The proposed budget of $124.4 million represents an increase of 41.2 per cent ($36.2 million) compared with the approved budget for the 2017/18 period. The increased requirements are attributable mainly to: (a) the provision for 12 months, compared with the provision for 8.5 months included in the approved budget for the 2017/18 period; and (b) the proposed establishment of 23 new posts and positions.
MINURSO	The proposed budget of $53.9 million represents an increase of 3.6 per cent ($1.9 million) compared with the approved budget for the 2017/18 period. The increased requirements are attributable mainly to the implementation of essential priority measures highlighted by the security risk assessment conducted for MINURSO to ensure the security of the military observers stationed east of the berm.
MINUSCA	The proposed budget of $945.5 million represents an increase of 7.1 per cent ($62.7 million) compared with the approved budget for the 2017/18 period. The increased requirements are attributable mainly to the increase in authorized troop strength pursuant to Security Council resolution 2387 (2017) and increased salary costs and accelerated recruitment efforts for civilian personnel. The increased requirements are offset in part by reduced requirements for operational costs, owing primarily to lower guaranteed fleet costs and flight hours and related fuel costs, reduced programmatic activities and reduced freight services.
MINUSMA	The proposed budget of $1.1 billion represents an increase of 4.9 per cent ($51.5 million) compared with the approved budget for the 2017/18 period. The increased requirements are attributable mainly to: (a) the projected full deployment of contingent personnel effective 1 July 2018 compared with the phased deployment of personnel during the 2017/18 period; (b) revised salary scales for international and national staff; (c) the expansion of the Mission's technological security systems to locations that have high levels of insecurity; and (d) increases in fuel consumption and fuel prices under ground transportation. The increased requirements are offset in part by reduced requirements with respect to air operations, owing to lower projected flight hour utilization, and for mine detection and mine clearing services, taking into account the demining activities and training that have already been conducted by the Mine Action Service.
MONUSCO	The proposed budget of $1.16 billion represents an increase of 1.0 per cent ($11.6 million) compared with the approved budget for the 2017/18 period. The additional requirements are attributable mainly to the reorganization of the fleet to support the new concept of air operations; the acquisition of standing combat deployment kits, the replacement of obsolete equipment and additional construction projects, as well as additional requirements under freight to support the mobility of the force. The increased requirements are offset in part by lower requirements for the deployment, rotation and repatriation of contingent-owned equipment and the proposed abolishment of 246 posts and positions.
UNAMID	The proposed budget of $782.6 million represents a decrease of 14.1 per cent ($128.4 million) compared with the approved budget for the 2017/18 period. The reduced requirements are attributable mainly to the repatriation of military and police personnel during the 2017/18 period, in accordance with the reconfiguration of the operation pursuant to Security Council resolution 2363 (2017). The reduced requirements are also attributable to the full-year impact of the abolishment of 584 posts and positions during the 2017/18 period and the proposed abolishment of 293

Peacekeeping component	*Main factors for variance*
	posts and positions during the 2018/19 period, in accordance with the civilian staffing review undertaken during 2017/18.
UNDOF	The proposed budget of $61.8 million represents an increase of 7.3 per cent ($4.2 million) compared with the approved budget for the 2017/18 period. The increased requirements are attributable primarily to increased deployment of troops and armoured personnel carriers in line with the phased return of the Force to the Bravo side.
UNFICYP	The proposed budget of $55.2 million represents an increase of 2.1 per cent ($1.2 million) compared with the approved budget for the 2017/18 period. The increased requirements are attributable primarily to the appreciation of the euro against the dollar and one-time construction activities to accommodate the relocation of military personnel.
UNIFIL	The proposed budget of $482.8 million represents a decrease of $160,400 compared with the approved budget for the 2017/18 period. The reduced requirements are attributable mainly to the reconfiguration of the Maritime Task Force in accordance with the recommendations of the strategic review and lower requirements for rental of helicopters. The overall reduced requirements are offset in part by increased requirements for national staff owing to the application of a revised salary scale for the 2018/19 period for National Professional Officers and national General Service staff.
UNISFA	The proposed budget of $271.1 million represents an increase of 1.7 per cent ($4.4 million) compared with the approved budget for the 2017/18 period. The increased requirements are attributable mainly to: (a) lower estimated deductions for absent or non-functional contingent-owned equipment against troop reimbursement costs for military contingents in accordance with General Assembly resolution 67/261; and (b) lower vacancy rates for international and national staff. The increased requirements are offset in part by reduced requirements for operational costs, attributable mainly to the revised mine action contracts, lower estimated cost of aviation fuel and lower contractual costs for rotary wing aircraft.
UNMIK	The proposed budget of $37.9 million represents an increase of 0.1 per cent ($22,200) compared with the approved budget for the 2017/18 period. The increased requirements are attributable mainly the application of the exchange rate of 0.84 euro to 1 dollar compared with the rate of 0.96 applied in the approved budget for 2017/18 period. The increased requirements are offset in part by reduced requirements for the acquisition of communications and information technology equipment and facilities and infrastructure equipment and for international staff owing to the revised salary scale.
UNMISS	The proposed budget of $1.15 billion represents an increase of 7.8 per cent ($83,657,700) compared with the approved budget for the 2017/18 period. The increased requirements are attributable mainly to: (a) the additional deployment of military contingent personnel and increased costs for rations; (b) the increased international staff salaries owing to the higher post adjustment multiplier, lower vacancy rates, increased common staff costs and increased number of staff entitled to danger pay; and (c) the application of revised salary scales denominated in United States dollars for national staff in South Sudan, the higher average level/step for the calculation of salaries to reflect actual grade levels of staff, lower vacancy rates for National Professional Officers and national General Service staff, and the increased number of staff entitled to danger pay. The increased requirements are offset in part by reduced requirements for air operations, owing to lower projected rental and operation costs for fixed-wing aircraft, the lower projected volume of aviation fuel

Peacekeeping component	*Main factors for variance*
	and the exclusion of requirements related to expert services for airport rehabilitation and unmanned aerial systems.
UNSOS	The proposed budget of $568.7 million represents a decrease of 2.3 per cent ($13.3 million) compared with the approved budget for the 2017/18 period. The proposed budget reflects the impact of the reduction of 2,000 AMISOM contingent personnel pursuant to Security Council resolution 2372 (2017) and the increase of 80 AMISOM police officers and 420 AMISOM formed police personnel. The decrease in requirements for operational costs is attributable mainly to the completion of major construction works and major acquisitions, such as armoured personnel carriers, the completion of the installation of O3b connectivity in the 2017/18 period and lower requirements for drugs and consumables because fewer AMISOM clinics are being supported. The overall decrease is offset in part by increased requirements for civilian personnel owing to the application of a lower vacancy factor.
United Nations Logistics Base at Brindisi, Italy	The proposed budget of $87.3 million represents an increase of 7.8 per cent ($6.3 million) compared with the approved budget for the 2017/18 period. The increase in requirements is attributable mainly to the application of a higher post adjustment multiplier for international posts and the application of the exchange rate of 0.81 euro to 1 dollar, compared with the rate of 0.94 applied in the 2017/18 period.
Regional Service Centre in Entebbe, Uganda	The proposed budget of $35.2 million represents an increase of 6.7 per cent ($2.2 million) compared with the approved budget for the 2017/18 period. The increase in requirements is attributable mainly to the application of lower vacancy rates for international staff and United Nations Volunteers and the increased common staff cost percentage for international staff. The increased requirements are offset in part by the net reduction of 19 posts and positions.
Support account for peacekeeping operations	The proposed budget of $354.6 million represents an increase of $28.8 million (8.8 per cent) compared with the approved budget for the 2017/18 period. The proposal includes peacekeeping contributions for organizational initiatives, namely, enterprise resource planning, information and systems security, the Peacekeeping Capability Readiness System, the global service delivery model, Global Shared Service Centres and cross-cutting initiatives across peacekeeping operations. The increase in requirements is attributable mainly to: (a) the inclusion of the cost of cross-cutting initiatives ($13.1 million); (b) the approval of the reimbursement in relation to the Peacekeeping Capability Readiness System by the General Assembly ($3.9 million); (c) the peacekeeping share of the Global Shared Service Centres ($9.9 million); and (d) the increase in the peacekeeping share of the Umoja project ($3.8 million) and the global service delivery model project ($0.4 million). The overall increase is offset in part by efficiency and cost savings in the core requirements ($2.3 million). The proposed budget reflects the impact on the support account for 2018/19 of the proposed reform initiatives of the Secretary-General, outlined in the report of the Secretary-General on revised estimates relating to the programme budget for the biennium 2018–2019 under section 3, Political affairs, and section 5, Peacekeeping operations, and the proposed budget for the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019 related to the peace and security reform (A/72/772); the report of the Secretary-General entitled "Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2); and the report of the Secretary-General on the global service delivery model (A/72/801).

Annex III

Analysis of budget performance for the period from 1 July 2016 to 30 June 2017

Table 1
Budget performance for the 2016/17 period by class of expenditure

(Thousands of United States dollars. Budget year is from 1 July 2016 to 30 June 2017)

			Variance	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Class of expenditure	*(1)*	*(2)*	*(3) = (1)-(2)*	*(4) = (3) ÷ (1)*
Military and police personnel				
Military observers	76 800.5	74 624.9	2 175.6	2.8
Military contingents	2 822 770.2	2 783 894.3	38 875.9	1.4
United Nations police	210 747.4	210 563.9	183.5	0.1
Formed police units	279 581.3	266 670.1	12 911.2	4.6
Subtotal	**3 389 899.4**	**3 335 753.2**	**54 146.2**	**1.6**
Civilian personnel				
International staff	1 284 015.4	1 339 779.5	(55 764.1)	(4.3)
National staff	439 508.4	444 322.8	(4 814.4)	(1.1)
United Nations Volunteers	89 956.0	91 970.4	(2 014.4)	(2.2)
General temporary assistance	41 617.2	49 996.6	(8 379.4)	(20.1)
Government-provided personnel	14 233.0	13 838.6	394.4	2.8
Subtotal	**1 869 330.0**	**1 939 907.9**	**(70 577.9)**	**(3.8)**
Operational costs				
Civilian electoral observers	–	–	–	–
Consultants	13 800.7	14 914.6	(1 113.9)	(8.1)
Official travel	49 632.9	54 933.6	(5 300.7)	(10.7)
Facilities and infrastructure	692 468.1	697 144.8	(4 676.7)	(0.7)
Ground transportation	161 700.7	141 599.9	20 100.8	12.4
Air operations	804 562.1	708 929.4	95 632.7	11.9
Naval transportation	38 427.2	46 343.5	(7 916.3)	(20.6)
Communications	194 821.2	148 403.5	46 417.7	23.8
Information technology	156 780.7	187 506.8	(30 726.1)	(19.6)
Medical	45 329.5	28 940.4	16 389.1	36.2
Special equipment	–	19.9	(19.9)	–
Other supplies, services and equipment	454 616.8	458 387.4	(3 770.6)	(0.8)
Quick-impact projects	20 000.0	19 763.8	236.2	1.2
Subtotal	**2 632 139.9**	**2 506 887.6**	**125 252.3**	**4.8**
Enterprise resource planning	16 830.4	16 830.4	–	–
Information and systems security	821.5	798.7	22.8	2.8
Gross requirements	**7 909 021.2**	**7 800 177.9**	**108 843.3**	**1.4**

			Variance	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Class of expenditure	*(1)*	*(2)*	*(3)=(1)-(2)*	*(4)=(3)÷(1)*
Staff assessment income	179 557.3	182 171.2	(2 613.9)	(1.5)
Net requirements	**7 729 463.9**	**7 618 006.7**	**111 457.2**	**1.4**
Voluntary contributions in kind (budgeted)	4 795.1	1 024.3	3 770.8	78.6
Total requirements	**7 913 816.3**	**7 801 202.2**	**112 614.1**	**1.4**

Table 2

Main factors contributing to variances in resource requirements for the 2016/17 period

(Thousands of United States dollars. Budget year is from 1 July 2016 to 30 June 2017.)

			Variance		
Category of expenditure	*Apportionment*	*Expenditure*	*Amount*	*Percentage*	*Main factors affecting budget performance*
Military observers	76 800.5	74 624.9	2 175.6	2.8	The underexpenditure of $2.2 million under military observers was attributable mainly to lower deployment of military observers in MINUSCA, UNMIL, UNMISS, UNISFA and MINUSMA The lower deployment was offset in part by increased requirements relating to the payment of full mission subsistence allowance of $105 per person per day, compared with the budgeted amount of $54, in MINURSO owing to the cessation of voluntary contributions (hotel rooms and meals) from the host country throughout the period, and the higher average cost of $3,420 per round trip for the rotation of military observers compared with the average budgeted cost of $2,435 in MONUSCO
Military contingents	2 822 770.2	2 783 894.3	38 875.9	1.4	The underexpenditure of $38.9 million under military contingents was attributable mainly to: (a) lower-than-planned deployment in MONUSCO; (b) early repatriation of military contingents in UNOCI and UNMIL; (c) lower costs for travel on rotation and contingent-owned equipment self-sustainment in UNIFIL; and (d) lower costs for rations and travel in UNAMID The underexpenditure was offset in part by: (a) increased requirements owing to the higher cost for transportation of rations in UNSOS; (b) higher-than-planned deployment in MINUSCA and UNISFA; and (c) higher-than-anticipated reimbursement costs for contingent-owned self-sustainment equipment and freight costs for the repatriation of contingent-owned equipment in MINUSTAH following the decision of the Security Council to close the Mission
United Nations police	210 747.4	210 563.9	183.5	0.1	The underexpenditure of $0.2 million was attributable mainly to: (a) lower-than-planned deployment of United Nations police personnel in MINUSCA, MONUSCO, UNISFA and UNMIK; (b) the gradual drawdown of police personnel in MINUSTAH following the decision of the Security Council to close the Mission; and (c) the early repatriation of police personnel in UNOCI and UNMIL The underexpenditure was offset in part by higher deployment of police personnel in UNAMID, MINUSMA and UNMISS
Formed police units	279 581.3	266 670.1	12 911.2	4.6	The underexpenditure of $12.9 million was attributable mainly to: (a) lower-than-planned deployment in MINUSCA and UNMISS; (b) lower costs for travel in MINUSTAH, UNAMID and MONUSCO; and (c) earlier repatriation of formed police units than initially planned in UNOCI The underexpenditure was offset in part by increased costs for contingent-owned major equipment in UNMIL owing to late repatriation

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
International staff	1 284 015.4	1 339 779.5	(55 764.1)	(4.3)	The overexpenditure of $55.8 million was attributable mainly to: (a) lower-than-budgeted vacancy rates in MINUSCA, MINUSMA, MONUSCO, UNMISS and UNSOS, and (b) higher-than-planned separation payments to staff members in UNOCI and UNMIL resulting from the closure of the missions The overexpenditure was offset in part by higher actual vacancy rates in UNIFIL, UNMIK and MINURSO than applied in the approved budget
National staff	439 508.4	444 322.8	(4 814.4)	(1.1)	The overexpenditure of $4.8 million was attributable mainly to: (a) increases in salaries for national staff in MONUSCO, MINUSMA, UNIFIL, UNSOS and MINUSCA; (b) lower-than-budgeted vacancy rates in MONUSCO and MINUSCA; and (c) higher-than-planned separation payments to staff members in UNOCI and UNMIL resulting from the closure of the missions The overexpenditure was offset in part by higher actual vacancy rates in UNAMID and the depreciation of the South Sudanese pound against the dollar, with the United Nations operational exchange rate moving from 40.21 South Sudanese pounds to the dollar as at 1 July 2016 to 116.82 pounds to the dollar as at 30 June 2017
United Nations Volunteers	89 956.0	91 970.4	(2 014.4)	(2.2)	The overexpenditure of $2.0 million was attributable mainly to lower-than-budgeted vacancy rates in MONUSCO and MINUSMA. In MONUSCO, an average of 58 United Nations Volunteers were deployed for four months in support of the voter registration update. The overexpenditure was also attributable to the higher-than-budgeted average Volunteer allowance and the higher-than-planned costs of repatriation of the United Nations Volunteers in UNOCI The overexpenditure was offset in part by higher actual vacancy rates in UNAMID, MINUSCA and UNMIK
General temporary assistance	41 617.2	49 996.6	(8 379.4)	(20.1)	The overexpenditure of $8.4 million was attributable mainly to the absorption of expenditures for Umoja support activities at Headquarters related to cluster 5 deployment and Extension 2, the decommissioning of Galileo and master data management. Overexpenditures were incurred in MONUSCO, UNMISS, MINUSTAH, MINUSMA, MINUSCA, UNAMID, UNOCI, UNISFA, UNSOS and UNMIL
Government-provided personnel	14 233.0	13 838.6	394.4	2.8	The underexpenditure of $0.4 million was attributable mainly to: (a) lower-than-planned deployment of Government-provided personnel in UNMISS, MONUSCO and MINUSMA; (b) the gradual reduction and earlier-than-planned separation of Government-provided personnel in MINUSTAH and UNMIL; and (c) the departure of all Government-provided personnel from MINURSO as demanded by the host country in March 2016 and the subsequent inability to return to the Mission area during the reporting period The underexpenditure was offset in part by the higher-than-planned deployment of Government-provided personnel in MINUSCA, pursuant to the authorization by the Security Council in its resolution 2264 (2016) of 68 additional personnel, for which no provision had been included in the approved budget for the reporting period

Category of expenditure	Apportionment	Expenditure	Variance: Amount	Variance: Percentage	Main factors affecting budget performance
Consultants	13 800.7	14 914.6	(1 113.9)	(8.1)	The overexpenditure of $1.1 million was attributable mainly to higher requirements for consultancy services in UNSOS and the Regional Service Centre in Entebbe. UNSOS hired consultants to provide support in locations where it was not possible to deploy United Nations personnel, and the Regional Service Centre met the costs of consultancy services in support of the United Nations Headquarters project to review shared services The overexpenditure was offset in part by reduced requirements in MINUSTAH
Official travel	49 632.9	54 933.6	(5 300.7)	(10.7)	The overexpenditure of $5.3 million under official travel was attributable principally to increased travel requirements in MONUSCO, MINUSMA, MINUSTAH, MINUSCA and UNAMID owing to a number of factors: (a) unforeseen travel in support of the voter registration update in MONUSCO; (b) increased requirements with respect to non-training, within-Mission travel in MINUSMA in connection with the expansion of premises across the area of operation; (c) an increase in official travel in MINUSTAH in connection with support to the presidential election, two local elections and humanitarian assistance following Hurricane Mathew; (d) increased requirements in MINUSCA owing to the unanticipated travel of the Security Council to the Lake Chad region, for which no provision had been included in the approved budget for the reporting period; and (e) more frequent travel to team sites and camps in UNAMID owing to operational requirements The overexpenditure was offset in part by reduced requirements under the support account for peacekeeping operations owing to measures implemented to contain official travel during the reporting period, particularly in the Departments of Peacekeeping Operations, Field Support and Management
Facilities and infrastructure	692 468.1	697 144.8	(4 676.7)	(0.7)	The overexpenditure of $4.7 million resulted principally from increased requirements for prefabricated facilities and maintenance services in UNMISS, MINUSMA and UNSOS The overexpenditure was offset in part by: (a) the pursuit of locally sourced labour and materials for construction in lieu of commercial services in MINUSCA and the shift to an in-house service approach for the maintenance of facilities and equipment; (b) reduced requirements in MINUSTAH owing to the gradual drawdown of military personnel and the closure of camps; (c) reduced maintenance requirements of smaller capacity plants in UNAMID and the increased utilization of existing resources in respect of expendable items, as well as the lower-than-planned expenditures for construction and fuel; and (d) reduced requirements in UNISFA owing to the cancellation of the maintenance contract because of the restrictions imposed, including non-issuance of visas to the selected company
Ground transportation	161 700.7	141 599.9	20 100.8	12.4	The underexpenditure of $20.1 million was attributable to lower requirements mainly in UNSOS, MONUSCO, UNMIL, UNOCI, UNDOF and MINUSMA owing to lower consumption and reduced repair and maintenance costs. In UNSOS the underexpenditure was also attributable to lower fuel costs

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Air operations	804 562.1	708 929.4	95 632.7	11.9	The underexpenditure of $95.6 million was attributable mainly to reduced requirements in UNMISS, MINUSCA, MINUSMA, UNMIL, UNOCI and UNAMID owing to factors such as non-deployment of planned aircraft or unmanned aerial systems, lower-than-budgeted rates for rental of aircraft and fewer-than-anticipated flight hours The underexpenditure was offset in part by: (a) increased requirements in UNSOS owing to higher-than-budgeted fees for aviation fuel management and the use of helicopters to deliver rations; (b) the higher-than-planned cost per flight hour and the replacement of an airfield fire-fighting truck in UNIFIL; and (c) the additional flight hours required to support two election cycles (October 2016 and January 2017) and the emergency operations following Hurricane Matthew in October 2016 in MINUSTAH
Marine operations	38 427.2	46 343.5	(7 916.3)	(20.6)	The overexpenditure of $7.9 million was attributable mainly to increased requirements for sea containers in MINUSMA, UNMISS, MINUSCA, UNSOS, UNAMID and UNISFA The overexpenditure was offset in part by lower charges for the rental and operation of vessels in UNIFIL, reduced requirements in UNMIL owing to the decommissioning of the naval vessel and the non-deployment of the patrol vessel on Lake Tanganyika in MONUSCO
Communications	194 821.2	148 403.5	46 417.7	23.8	The underexpenditure of $46.4 million was attributable mainly to the recording of requirements related to communications under information and technology, for which provisions were budgeted under communications. This occurred mainly in MINUSMA, UNSOS, UNAMID and the United Nations Logistics Base at Brindisi, Italy
Information technology	156 780.7	187 506.8	(30 726.1)	(19.6)	The overexpenditure of $30.8 million was attributable mainly to the recording of requirements related to communications under information and technology, for which provisions were *budgeted under communications*. This occurred mainly in MINUSMA, UNSOS, UNAMID and the United Nations Logistics Base
Medical	45 329.5	28 940.4	16 389.1	36.2	The underexpenditure of $16.8 million was mainly attributable to: (a) lower requirements in MINUSCA owing to the deferred acquisition of medical supplies because of the lack of available medical personnel and the ongoing construction of facilities; (b) the delay in the deployment of qualified medical personnel and the availability of inventory holdings from previous periods in UNSOS; and (c) the establishment of three United Nations-owned level I clinics, rather than five, as planned in MINUSMA
Special equipment	–	19.9	(19.9)		
Other supplies, services and equipment	454 616.8	458 387.4	(3 770.6)	(0.8)	The overexpenditure of $3.7 million was attributable mainly to increased requirements for individual contractors in MINUSMA, MINUSCA, UNMISS, UNAMID, MINUSTAH, UNISFA and UNOCI The overexpenditure was offset in part by reduced requirements in MONUSCO owing to the recording of expenditures related to the disarmament, demobilization, repatriation, reintegration and resettlement programme to other budget classes of expenditure, the reprioritization of other freight and related costs towards the delivery of rations in UNSOS, and the reduced requirements for the rental of radar equipment provided for under other supplies, services and equipment and recorded under air transportation in UNIFIL

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Quick-impact projects	20 000.0	19 763.8	236.2	1.2	The underexpenditure of $0.2 million was attributable mainly to reduced requirements in UNAMID and MONUSCO. In UNAMID, the steep devaluation of the Sudanese pound against the dollar during the reporting period resulted in lower-than-budgeted expenditures. The underexpenditure was offset in part by increased requirements in UNOCI owing to the reprioritization of projects, along with identification of focus areas and new projects in the areas of support to social cohesion and conflict resolution that were not fully identified during the initial planning, which were deemed important during the drawdown phase of the mission

Table 3
Budget performance for the 2016/17 period by peacekeeping component

(Thousands of United States dollars. Budget year is from 1 July 2016 to 30 June 2017.)

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
MINURSO	52 550.4	52 514.6	35.8	0.1
MINUSCA	920 727.9	871 616.3	49 111.6	5.3
MINUSMA	933 411.0	933 399.6	11.4	0.0
MINUSTAH	345 926.7	337 816.5	8 110.2	2.3
MONUSCO	1 235 723.1	1 234 443.2	1 279.9	0.1
UNAMID	1 039 573.2	1 028 134.9	11 438.3	1.1
UNDOF[a]	56 543.5	55 880.4	663.1	1.2
UNFICYP	54 849.9	54 006.9	843.0	1.5
UNIFIL	488 691.6	480 693.7	7 997.9	1.6
UNISFA[b]	279 924.6	279 867.3	57.3	0.0
UNMIK	36 486.9	34 783.1	1 703.8	4.7
UNMIL	187 139.6	182 846.5	4 293.3	2.3
UNMISS	1 081 788.4	1 071 740.5	10 047.9	0.9
UNOCI	171 937.8	166 586.6	5 351.2	3.1
UNSOS	574 304.9	570 234.8	4 070.1	0.7
Subtotal	**7 459 579.5**	**7 354 564.9**	**105 014.6**	**1.4**
United Nations Logistics Base at Brindisi, Italy	82 857.8	82 224.5	633.3	0.8
Regional service centre in Entebbe, Uganda	39 203.6	36 332.6	2 871.0	7.3
Support account for peacekeeping operations	327 380.3	327 055.9	324.4	0.1
Subtotal	**7 909 021.2**	**7 800 177.9**	**108 843.3**	**1.4**
Voluntary contributions in kind (budgeted)	4 795.1	1 024.3	3 770.8	78.6
Total	**7 913 816.3**	**7 801 202.2**	**112 614.1**	**1.4**

[a] Inclusive of authority to enter into commitments in the amount of $8,829,400 approved by the Advisory Committee on Administrative and Budgetary Questions on 23 March 2017.

[b] Inclusive of authority to enter into commitments in the amount of $11,300,000 authorized by the General Assembly in its resolution 71/298.

Table 4
Main factors contributing to variances in resource requirements for the 2016/17 period by peacekeeping component

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*		*Main factors for variance*
			Amount	*Percentage*	
MINURSO	52 550.4	52 514.6	35.8	0.1	The financial performance of the Mission reflected increased requirements under military and police personnel attributable primarily to higher mission subsistence allowance for military observers and military staff officers, as well as under operational costs attributable mainly to higher expenditures for facilities and infrastructure relating to the unplanned drilling of a deep-water well and higher requirements for other supplies, services and equipment relating to the recruitment of international and local individual contractors. The underexpenditure under civilian personnel was attributable mainly to higher actual average vacancy rates for international staff and United Nations Volunteers and lower actual salary and staff costs for national staff than anticipated for the reporting period
MINUSCA	920 727.9	871 616.3	49 111.6	5.3	The unencumbered balance of $49.1 million was attributable to the net impact of the reduced requirements under military and police personnel ($1.7 million), resulting primarily from changes in the deployment of police personnel, increased requirements under civilian personnel ($18.5 million), resulting primarily from accelerated recruitment efforts and increased salary costs, and lower operational costs ($65.9 million), resulting primarily from the pursuit of locally sourced labour and materials for facilities and infrastructure in lieu of planned construction of commercial grade hard-wall structures and the delayed deployment of the unmanned aerial system and one rotary-wing aircraft, as well as fewer hours flown for mission operations
MINUSMA	933 411.0	933 399.6	11.4	0.0	The financial performance of the Mission reflected reduced requirements with respect to military and police personnel stemming from the reprioritization and reprogramming of the Mission expenditure programme in connection with the implementation of security enhancement projects in response to attacks against United Nations installations and the expansion of existing camps to accommodate additional troops authorized by the Security Council in its resolution 2295 (2016). This was offset in part by increased requirements for civilian personnel owing to lower actual vacancy rates, for operational costs owing to the acquisition of prefabricated facilities for offices and accommodation in connection with the expansion of camps associated with the deployment of additional uniformed personnel, for field defence supplies in connection with the institution of improved security measures across the Mission area of operation and for additional support in the form of mine detection and mine clearing services provided by the Mine Action Service owing to the delayed deployment of a United Nations demining capability

Peacekeeping component	Apportionment	Expenditure	Variance		Main factors for variance
			Amount	Percentage	
MINUSTAH	345 926.7	337 816.5	8 110.2	2.3	The unencumbered balance of $8.1 million was attributable primarily to reduced requirements under military and police personnel ($2.4 million) resulting from the higher actual average vacancy rates of 8.0 per cent for military contingent personnel and 21.6 per cent for United Nations police, compared with the budgeted rates of 3.0 per cent and 12.0 per cent respectively, and reduced requirements under operational costs ($5.5 million) related to the ongoing drawdown in preparation for the closure of the Mission
MONUSCO	1 235 723.1	1 234 443.2	1 279.9	0.1	The financial performance of the Mission was attributable to higher actual vacancy rates than those approved for military contingents and United Nations police, higher deductions, in accordance with General Assembly resolution 67/261, for the non-deployment or delayed deployment of contingent-owned major equipment or the deployment of non-functional equipment, a reduction in the cost of rations, and delays in the finalization of the new contract for the provision of unmanned aerial system services The overall reduction in requirements was offset in part by increased requirements related to lower actual vacancy rates than those approved for international staff, national staff and United Nations Volunteers and the deployment of additional staff in support of the voter registration process
UNAMID	1 039 573.2	1 028 134.9	11 438.3	1.1	The unencumbered balance of $11.4 million was attributable mainly to a reduction in requirements ($8.4 million) under operational costs, owing primarily to lower-than-budgeted requirements for facilities and infrastructure and communications. Civilian personnel costs were $5.1 million lower than budgeted as a result of the higher-than-budgeted actual average vacancy rates for national staff and United Nations Volunteers The increased requirements were offset in part by the higher-than-planned expenditure under military and police personnel ($2.1 million), which was mainly attributable to the higher-than-projected deployment of United Nations police personnel
UNDOF*	56 543.5	55 880.4	663.1	1.2	The unencumbered balance of $663,100 was attributable primarily to reduced requirements under military contingents and civilian personnel. The reduction in the requirement for military contingents was attributable mainly to reduced requirements for travel on emplacement, rotation and repatriation owing to the optimization of the trips, a lower average actual price per pack of rations and delayed deployment of armoured personnel carriers. With regard to civilian personnel, the reduction in requirements was mainly attributable to a higher average actual vacancy rate of 29.4 per cent compared with the budgeted rate of 13.6 per cent for general temporary assistance owing to the delayed recruitment of staff

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*		*Main factors for variance*
			Amount	*Percentage*	
UNFICYP	54 849.9	54 006.9	843.0	1.5	The unencumbered balance of $843,000 was attributable to reduced requirements under military and police personnel as a result of lower costs for travel on emplacement, rotation and repatriation of military contingents, and reduced requirements under operational costs as a result of lower costs for utilities, maintenance services, medical services and supplies, and freight The reduced requirements were offset in part by increased requirements under civilian personnel as a result of higher-than-budgeted common staff costs
UNIFIL	488 691.6	480 693.7	7 997.9	1.6	The unencumbered balance of $7,997,900 was attributable primarily to reduced requirements for travel on rotation of military contingents as a result of the use of a charter contract, which reduced the rates for flight hours, and the continued use of reverse rotations of troops, and reduced requirements under civilian personnel as a result of higher-than-anticipated vacancy rates for international and national staff
UNISFA*	279 924.6	279 867.3	57.3	0.0	The overall reduction in requirements of $57,300 was attributable mainly to a reduction in requirements under operational costs ($4.3 million) owing mainly to the cancellation of a maintenance contract because of restrictions that were imposed, including the non-issuance of visas to the selected company, and lower-than-budgeted de-positioning costs and guaranteed fleet costs for the mission's fixed-wing aircraft and helicopters. The reduced requirements were offset in part by an increase in requirements under military and police personnel ($3.3 million), which was attributable mainly to a lower actual average vacancy rate of 13.9 per cent for military contingents compared with the budgeted rate of 19 per cent and an increase in the requirements under civilian personnel ($785,300) attributable mainly to higher salary scales for national staff and a lower actual average vacancy rate of 14 per cent compared with the budgeted rate of 20 per cent for national General Service staff
UNMIK	36 486.9	34 783.1	1 703.8	4.7	The unencumbered balance of $1.7 million was primarily attributable to a reduction in requirements under civilian personnel ($1.5 million) owing mainly to lower requirements for international staff and United Nations Volunteers. This was offset in part by the higher-than-planned expenditure for national staff ($0.2 million), which was attributable mainly to an increase in national staff salaries

Peacekeeping component	Apportionment	Expenditure	Variance		Main factors for variance
			Amount	Percentage	
UNMIL	187 139.6	182 846.3	4 293.3	2.3	The financial performance of the mission reflected reduced requirements under military and police personnel owing to higher actual vacancy rates for military observers, military contingent personnel and formed police units of 30.0 per cent, 27.6 per cent and 12.4 per cent, respectively, compared with zero per cent planned and a vacancy rate of 50.4 per cent for United Nations police officers compared with 7 per cent planned and lower expenditure under operational costs owing to reduced requirements for air and ground transportation, the early decommissioning of a naval vessel, the closure of sites and the utilization of existing inventory (and reduction of holding levels) of spare parts and supplies. The reduced requirements were offset in part by higher-than-planned payments due to staff members at the time of separation from service or relocation to another duty station owing to the accelerated reduction of staff incumbency in anticipation of the Mission's liquidation and by the promulgation of new salary scales for national General Service staff and National Professional Officers, effective 1 October 2015, which were not anticipated at the time of preparation of the proposed budget for the 2016/17 period
UNMISS	1 081 788.4	1 071 740.5	10 047.9	0.9	The unencumbered balance of $10.0 million was attributable primarily to reduced requirements under civilian personnel ($6.2 million), owing mainly to the application of the prevailing United Nations operational exchange rate for the South Sudanese pound (which depreciated from 40.21 pounds to the dollar as at 1 July 2016, to 116.82 pounds to the dollar as at 30 June 2017) to staff assessment, common staff costs and danger pay for national staff. In addition, reduced requirements for military and police personnel ($3.1 million) were attributable mainly to the repatriation of military contingents, the postponed deployment of formed police units and higher actual deductions for the non-deployment or delayed deployment of contingent-owned equipment or the deployment of non-functional equipment against troop reimbursement costs, in line with General Assembly resolution 67/261. Furthermore, reduced requirements under operational costs ($774,300) were attributable mainly to the non-deployment of four helicopters related to the Ceasefire and Transitional Security Arrangements Monitoring Mechanism, one fixed-wing aircraft for most of the reporting period owing to the prevailing security situation after the July 2016 crisis and an unmanned aerial system

Peacekeeping component	Apportionment	Expenditure	Variance		Main factors for variance
			Amount	Percentage	
UNOCI	171 937.8	166 586.6	5 351.2	3.1	The financial performance of the Operation reflected reduced requirements under military and police personnel ($7.4 million) attributable primarily to earlier-than-planned repatriation and reduced requirements under operational costs ($9.8 million) owing to lower-than-planned demand for aviation support and for communications and information technology services, as well as earlier-than-planned closure of camps. The overall reduced requirements were offset in part by increased requirements under civilian personnel ($11.9 million) because the payments due to staff members at the time of separation from service or relocation to another duty station were higher than planned
UNSOS	574 304.9	570 234.8	4 070.1	0.7	The unencumbered balance of $4.1 million was attributable primarily to reduced requirements under operational costs ($20.3 million) owing mainly to lower-than-budgeted expenditures for ground transportation, other supplies, services and equipment, communications and medical costs The reduced requirements were offset in part by increased requirements under military and police personnel ($9.7 million), which were attributable mainly to the higher actual cost for transportation of rations than budgeted for the reporting period. The increased requirements under civilian personnel ($6.6 million) were attributable mainly to accelerated recruitment for international staff posts and the increase in salary costs for national staff owing to the application of a new salary scale
United Nations Logistics Base at Brindisi, Italy	82 857.8	82 224.5	633.3	0.8	The increase in requirements under civilian personnel ($1.6 million) was attributable primarily to higher requirements under international staff owing to higher-than-budgeted common staff costs and under national staff owing to higher-than-planned incumbency levels The increase in requirements was fully offset by reduced requirements under operational costs ($2.3 million), which were mainly under communications and facilities and infrastructure costs. Resources under acquisition of communications equipment and maintenance services were reprioritized to accommodate the higher costs of civilian personnel. In addition, lower costs under facilities and infrastructure resulted from lower electricity consumption owing to favourable weather conditions and high utilization of solar panels
Regional Service Centre in Entebbe, Uganda	39 203.6	36 332.6	2 871.0	7.3	The increase in requirements under civilian personnel ($0.2 million) was attributable primarily to increased common staff costs for international staff, which were offset in part by lower expenditures for national staff owing mainly to the higher actual average vacancy rates of 51.6 per cent and 9.7 per cent for National Professional Officers and national General Service staff, respectively, compared with the budgeted vacancy factors of 50 per cent and 6 per cent The increase in requirements was fully offset by reduced requirements under operational costs ($3.1 million) owing to: (a) lower expenditure under

Peacekeeping component	Apportionment	Expenditure	Variance		Main factors for variance
			Amount	Percentage	
					facilities and infrastructure owing to the lower final contract value for the horizontal works construction project, the cancellation of the sally port project and the non-implementation of improvement projects, as well as the reduction in the Centre's percentage share for common services provided by MONUSCO as the result of the application of a new cost-sharing methodology, and (b) lower expenditure under communications owing to the non-procurement of planned electronic and communications equipment, offset in part by increased requirements for the acquisition of information technology equipment, software packages and spare parts
Support account for peacekeeping operations	327 380.3	327 055.9	324.4	0.1	The increase in requirements in respect of post resources ($0.8 million) was attributable mainly to the cost of 9 posts approved by the General Assembly The increase in requirements under post resources was fully offset by an underexpenditure of $1.1 million in respect of non-post resources attributable mainly to lower actual costs for the triennial meeting of the Working Group on Contingent-Owned Equipment and after-service health insurance. Special measures were taken to reduce expenditures, particularly for travel, and absorb overexpenditures under post resources

[a] Inclusive of authority to enter into commitments in the amount of $8,829,400 approved by the Advisory Committee on Administrative and Budgetary Questions on 23 March 2017.

[b] Inclusive of authority to enter into commitments in the amount of $11,300,000 authorized by General Assembly in its resolution 71/298.

Annex IV

Status of the Peacekeeping Reserve Fund as at 30 June 2017

1. The Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at $150 million. The Assembly, in its resolution 49/233 A, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations or the expansion of existing ones, or for unforeseen and extraordinary expenditures related to peacekeeping.

2. As reflected in the financial statements for the 12-month period from 1 July 2016 to 30 June 2017, the level of the Fund as at 30 June 2017 was $152.0 million, comprising the reserve of $150 million and an accumulated surplus of $2.0 million. As in the 2015/16 period, no new loans were made to active peacekeeping missions during the financial year ended 30 June 2017. As at 30 June 2017, there were outstanding advances to MINURCA in the amount of $12.8 million, which remain unpaid since February 2000 owing to insufficient cash resources in the Mission.

3. The balance of the Peacekeeping Reserve Fund in excess of the authorized level is available to meet the financing of the support account for peacekeeping operations. An amount of $1.2 million was approved by the General Assembly in its resolution 71/295 for the period from 1 July 2017 to 30 June 2018. The application of the remaining surplus balance of $0.8 million, subject to approval by the Assembly, will be proposed in the context of the budget for the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019.

Annex V

Management of contingent-owned equipment and liabilities to troop-contributing and formed-police-contributing countries

A. Management of contingent-owned equipment

1. The Contingent-Owned Equipment Manual (A/C.5/69/18) was amended to reflect the provisions approved by the General Assembly in its resolution 71/296. The amendments to the manual were issued on 8 February 2017 in all six official languages of the United Nations (A/C.5/71/20). The Secretariat and field missions continue to coordinate activities to ensure that the provisions of the Manual are implemented.

B. Liabilities relating to troop-contributing and formed-police-contributing countries

2. The status of amounts owed and reimbursements due to troop-contributing and formed-police-contributing countries for the calendar years 2016 and 2017 is set out below.

Table 1
Status of liabilities relating to troop- and police-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, formed police units, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2016[a]	*2017*
Owed as at 1 January	738 237	724 723
Estimated amounts owed	2 311 113	2 242 581
Less: payments made during the year	2 326 500	2 256 763
Balance as at 31 December	**722 850**	**710 541**

[a] Supersedes the information provided in A/71/809.

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2016[a]	*2017*
Owed as at 1 January	261 038	249 267
Estimated amounts owed	1 385 931	1 361 008
Less: payments made during the year	1 399 575	1 359 726
Balance as at 31 December	**247 394**	**250 549**

[a] Supersedes the information provided in A/71/809.

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2016	*2017*
Owed as at 1 January	477 199	475 456
Estimated amounts owed	925 182	881 573
Less payments made during the year	926 925	897 037
Balance as at 31 December	**475 456**	**459 992**

3. Payments for military contingents and formed police unit costs and for contingent-owned equipment and self-sustainment claims are made after taking into account a three-month cash operating reserve for each peacekeeping mission. In 2017, a total of four scheduled quarterly payments (March, June, September and December) were processed.

4. As at 31 December 2017, payments for military contingents and formed police unit costs were current up to October 2017 for all missions except UNISFA.

5. The details of deductions to personnel reimbursements in accordance with General Assembly resolution 67/261, for the calendar years 2014 to 2017, are provided in table 2 below.

Table 2

Deductions to personnel reimbursements in accordance with General Assembly resolution 67/261, 2014–2017

(Thousands of United States dollars)

Mission[a]	*2014*	*2015*	*2016*	*2017*	*Total*
MINUSCA	–	41.2	5 705.4	10 939.0	16 685.6
MINUSMA	2 370.7	11 101.8	14 058.3	24 093.5	51 624.3
MINUSTAH	638.6	1 370.2	830.6	1 074.5	3 913.9
MONUSCO	14 565.4	34 578.8	27 863.0	27 233.6	104 240.8
UNAMID	9 804.6	18 081.3	18 850.7	14 909.7	61 646.3
UNFICYP	12.5	–	–	–	12.5
UNIFIL	1 687.0	4 954.0	3 132.9	3 212.5	12 986.4
UNISFA	6 827.0	1 533.9	3 701.8	185.5	12 248.2
UNMIL	3 214.8	6 938.7	5 221.0	140.4	15 514.9
UNMISS	1 681.1	15 627.3	19 135.3	14 391.4	50 835.1
UNOCI	789.7	1 144.9	861.4	423.3	3 219.3
Total	**41 591.4**	**95 372.1**	**99 360.4**	**96 603.4**	**332 927.3**

[a] According to the quarterly payment in which deductions are applied.

6. Table 3 provides information on the status of finalization of memorandums of understanding for deployed units in active peacekeeping missions.

Table 3
Status of memorandums of understanding for deployed units as at 31 December 2017

Mission	*Signed memorandums of understanding*	*Draft memorandums of understanding*
MINUJUSTH	–	7
MINURSO	1	–
MINUSCA	32	7
MINUSMA	39	11
MONUSCO	54	1
UNAMID	36	3
UNDOF	3	3
UNFICYP	4	–
UNIFIL	48	–
UNISFA	14	–
UNMIL	5	–
UNMISS	25	7
Total	**261**	**39**

Annex VI

Death and disability compensation

1. From 1 January to 31 December 2017, 177 death and disability claims amounting to $7,386.4 million were processed, with an additional 230 pending, of which 48 claims had been pending for more than 90 days. Of those 48 cases, 14 were awaiting additional medical information requested from the permanent missions; 20 others were awaiting assessment of permanent impairment from the Medical Services Division of the Department of Management; 10 were awaiting a notification of casualty confirmation from the Force Commander/Police Commissioner that the death or disability was mission-related (such cases usually take longer because an inquiry is being conducted by a board of inquiry); and 4 had been certified and were pending payment to be disbursed by the Accounts Division of the Department of Management.

2. The United Nations Secretariat endeavours to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of the claims with all necessary documentation. Some death claims may remain pending until there is a determination by a board of inquiry that the incident was mission-related and not caused by gross negligence or wilful misconduct.

3. Some disability claims may remain pending until a final medical report detailing the degree of permanent disability is received from the troop- or police-contributing country. The determination of a permanent loss of function can be a lengthy process owing to the extended period of time that may occur between the moment the incident happens and the completion of all treatments and the potential recuperation of functions. To expedite the processing of cases, the Secretariat corresponds regularly with the permanent missions of the troop- and police-contributing countries to request relevant information and documentation.

4. On receipt of a notification of casualty from the field, the Secretariat proactively contacts permanent missions to ascertain that troop- and police-contributing countries are aware of the death and disability compensation entitlement and provides guidance on the procedure for submission of the related claims. The Secretariat takes all necessary measures to process ongoing claims by frequently corresponding with Member States, field missions and other Secretariat offices.

Status of claims for death and disability compensation for 2017

A. Summary of death and disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims closed*[a]		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINUSCA	26	1 596.5	12	242.9	7	156.1	9	276.5
MINUSMA	29	1 943.2	2	145.0	5	324.5	17	845.5
MINUSTAH	6	189.2	3	140.0	1	7.7	3	–
MONUSCO	5	217.7	3	210.0	–	–	17	1 190.0
UNAMID	11	452.9	10	336.0	4	1.0	15	397.2
UNAMSIL	1	7.0	–	–	–	–	–	–
UNCRO	–	–	–	–	–	–	1	14.0

	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
UNFICYP	–	–	–	–	–	–	3	52.5
United Nations Guard Contingent in Iraq	–	–	–	–	–	–	6	78.4
UNIFIL	1	70.0	2	145.0	–	–	3	25.3
UNIKOM	1	5.6	–	–	–	–	5	59.5
UNISFA	4	16.1	–	–	1	0.7	–	–
UNMEE	–	–	–	–	–	–	2	21.0
UNMIK	–	–	1	49.0	–	–	2	84.0
UNMIL	1	4.2	1	71.6	–	–	3	70.0
UNMIS	–	–	–	–	–	–	1	14.0
UNMISS	7	49.7	2	101.5	6	115.4	3	25.2
UNOCI	11	440.4	11	278.0	1	45.0	7	182.0
UNPROFOR	2	24.5	–	–	–	–	133	1 588.3
Total	**105**	**5 017.0**	**47**	**1 719.0**	**25**	**650.4**	**230**	**4 923.4**

B. Death compensation

(Thousands of United States dollars)

	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINUSCA	22	1 579.7	1	70.0	–	–	–	–
MINUSMA	26	1 896.2	2	145.0	4	300.0	10	710.0
MINUSTAH	2	150.0	2	140.0	–	–	–	–
MONUSCO	3	210.0	3	210.0	–	–	17	1 190.0
UNAMID	6	420.0	4	280.0	–	–	3	210.0
UNIFIL	1	70.0	2	145.0	–	–	–	–
UNMIK	–	–	–	–	–	–	1	70.0
UNMIL	–	–	1	71.6	–	–	–	–
UNMISS	–	–	1	70.0	1	75.5	–	–
UNOCI	6	425.0	2	145.0	–	–	–	–
Total	**66**	**4 750.9**	**18**	**1 276.6**	**5**	**375.5**	**31**	**2 180.0**

C. Disability compensation

(Thousands of United States dollars)

	Claims paid		Claims rejected		Claims closed[a]		Claims pending	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINUSCA	4	16.8	11	172.9	7	156.1	9	276.5
MINUSMA	3	47.0	–	–	1	24.5	7	135.5
MINUSTAH	4	39.2	1	–	1	7.7	3	–
MONUSCO	2	7.7	–	–	–	–	–	–

	Claims paid		*Claims rejected*		*Claims closed*[a]		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
UNAMID	5	32.9	6	56.0	4	1.0	12	187.2
UNAMSIL	1	7.0	–	–	–	–	–	–
UNCRO	–	–	–	–	–	–	1	14.0
UNFICYP	–	–	–	–	–	–	3	52.5
United Nations Guard Contingent in Iraq	–	–	–	–	–	–	6	78.4
UNIFIL	–	–	–	–	–	–	3	25.3
UNIKOM	1	5.6	–	–	–	–	5	59.5
UNISFA	4	16.1	–	–	1	0.7	–	–
UNMEE	–	–	–	–	–	–	2	21.0
UNMIK	–	–	1	49.0	–	–	1	14.0
UNMIL	1	4.2	–	–	–	–	3	70.0
UNMIS	–	–	–	–	–	–	1	14.0
UNMISS	7	49.7	1	31.5	5	39.9	3	25.2
UNOCI	5	15.4	9	133.0	1	45.0	7	182.0
UNPROFOR	2	24.5	–	–	–	–	133	1 588.3
Total	**39**	**266.1**	**29**	**442.4**	**20**	**274.9**	**199**	**2 743.4**

[a] Closed claims are those awaiting additional documentation (usually medical information) from Governments for which several reminders were sent to the permanent missions. These claims are not rejected and can be reopened at any time upon submission of additional documentation by troop- and police-contributing countries.

Annex VII

Air operations

A. Monthly cargo utilization by aircraft type, January to December 2017

				January				February				March			
Mission	*Agreement*	*Aircraft*	*Cargo capacity (metric tons)*	*Cargo (metric tons)*	*Sorties*	*Cargo per sortie (metric tons)*	*Utilization per sortie (metric tons)*	*Cargo (metric tons)*	*Sorties*	*Cargo per sortie (metric tons)*	*Utilization per sortie (metric tons)*	*Cargo (metric tons)*	*Sorties*	*Cargo per sortie (metric tons)*	*Utilization per sortie (metric tons)*
MINURSO	Commercial	AN-26	6.50	43.65	41	1.06	0.16	32.44	33	0.98	0.15	58.77	47	1.25	0.19
MINUSCA	Commercial	AN-74	6.50	95.03	16	5.94	0.91	38.16	5	7.63	1.00	41.83	7	5.98	0.92
MINUSMA	Commercial	AN-74	6.50	9.72	3	3.24	0.50	1.06	1	1.06	0.16	0.40	1	0.40	0.06
	Military	C-130	20.40	39.81	5	7.96	0.39	49.24	11	4.48	0.22	47.74	5	9.55	0.47
MONUSCO	Commercial	L-382	22.00	–	–	–	–	–	5	–	–	238.46	23	10.37	0.47
	Commercial	AN-26	6.50	46.21	21	2.20	0.34	81.15	35	2.32	0.36	120.14	50	2.40	0.37
	Military	C-130	20.40	138.07	35	3.94	0.19	124.45	47	2.65	0.13	170.14	46	3.70	0.18
UNMISS	Commercial	L-100	22.90	426.61	60	7.11	0.31	410.17	64	6.41	0.28	343.68	36	9.55	0.42
	Commercial	L-382	22.00	350.87	37	9.48	0.43	121.43	14	8.67	0.39	147.19	13	11.32	0.51
	Commercial	AN-26	6.50	103.74	38	2.73	0.42	117.76	37	3.18	0.49	113.54	40	2.84	0.44
UNSOS	Commercial	L-382	22.00	238.84	28	8.53	0.39	363.81	48	7.58	0.34	353.37	40	8.83	0.40

Mission	Agreement	Aircraft	Cargo capacity (metric tons)	April				May				June			
				Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie
MINURSO	Commercial	AN-26	6.50	50.27	38	1.32	0.20	43.02	37	1.16	0.18	58.17	42	1.39	0.21
MINUSCA	Commercial	AN-74	6.50	22.34	2	11.17	1.00	46.43	4	11.61	1.00	29.36	5	5.87	0.90
MINUSMA	Commercial	AN-74	6.50	0.31	1	0.31	0.05	17.79	3	5.93	0.91	2.03	1	2.03	0.31
	Military	C-130	20.40	29.92	1	29.92	1.00	0.75	1	0.75	0.04	17.59	3	5.86	0.29
MONUSCO	Commercial	L-382	22.00	107.97	13	8.31	0.38	189.76	8	23.72	1.08	141.03	19	7.42	0.34
	Commercial	An-26	6.50	117.70	43	2.74	0.42	125.45	49	2.56	0.39	129.26	45	2.87	0.44
	Military	C-130	20.40	94.99	30	3.17	0.16	207.65	51	4.07	0.20	215.60	52	4.15	0.20
UNMISS	Commercial	L-100	22.90	189.16	37	5.11	0.22	447.27	59	7.58	0.33	298.38	50	5.97	0.26
	Commercial	L-382	22.00	–	–	–	–	–	–	–	–	–	–	–	–
	Commercial	AN-26	6.50	4.72	2	2.36	0.36	137.44	59	2.33	0.36	141.29	50	2.83	0.43
UNSOS	Commercial	L-382	22.00	404.80	37	10.94	0.50	495.28	64	7.74	0.35	463.32	41	11.30	0.51

Mission	Agreement	Aircraft	Cargo capacity (metric tons)	July				August				September			
				Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie
MINURSO	Commercial	AN-26	6.50	37.33	39	0.96	0.15	10.73	9	1.19	0.18	–	–	–	–
MINUSCA	Commercial	AN-74	6.50	38.52	5	7.70	1.00	64.11	15	4.27	0.66	45.88	6	7.65	1.00
MINUSMA	Commercial	AN-74	6.50	4.57	3	1.52	0.23	4.23	3	1.41	0.22	1.07	2	0.53	0.08
	Military	C-130	20.40	13.08	4	3.27	0.16	21.56	2	10.78	0.53	44.04	8	5.51	0.27
MONUSCO	Commercial	L-382	22.00	51.42	6	8.57	0.39	191.37	22	8.70	0.40	86.62	10	8.66	0.39
	Commercial	AN-26	6.50	119.93	43	2.79	0.43	43.48	15	2.90	0.45	–	–	–	–
	Military	C-130	20.40	118.16	19	6.22	0.30	165.16	47	3.51	0.17	115.14	25	4.61	0.23
UNMISS	Commercial	L-100	22.90	418.62	48	8.72	0.38	300.33	50	6.01	0.26	240.86	41	5.87	0.26
	Commercial	L-382	22.00	–	–	–	–	–	–	–	–	64.91	9	7.21	0.33
	Commercial	AN-26	6.50	58.37	28	2.08	0.32	25.63	6	4.27	0.66	–	–	–	–
UNSOS	Commercial	L-382	22.00	379.42	40	9.49	0.43	453.14	46	9.85	0.45	426.89	44	9.70	0.44

				October				November				December				Total			
Mission	*Agreement*	*Aircraft*	*Cargo capacity (metric tons)*	*Cargo*	*Sorties*	*Cargo per sortie*	*Utilization per sortie*	*Cargo*	*Sorties*	*Cargo per sortie*	*Utilization per sortie*	*Cargo*	*Sorties*	*Cargo per sortie*	*Utilization per sortie*	**Cargo**	**Sorties**	**Cargo per sortie**	**Utilization per sortie**
MINURSO	Commercial	AN-26	6.50	–	–	–	–	–	–	–	–	70.37	6	11.73	1.00	**404.76**	**292**	**1.39**	**0.21**
MINUSCA	Commercial	AN-74	6.50	75.50	9	8.39	1.00	88.88	11	8.08	1.00	33.26	2	16.63	1.00	**619.28**	**87**	**7.12**	**1.00**
MINUSMA	Commercial	AN-74	6.50	11.69	2	5.84	0.90	6.50	3	2.17	0.33	29.71	7	4.24	0.65	**89.05**	**30**	**2.97**	**0.46**
	Military	C-130	20.40	135.23	25	5.41	0.27	85.03	14	6.07	0.30	126.80	19	6.67	0.33	**610.79**	**98**	**6.23**	**0.31**
MONUSCO	Commercial	L-382	22.00	–	–	–	–	–	–	–	–	–	–	–	–	**1006.63**	**101**	**9.97**	**0.45**
	Commercial	AN-26	6.50	–	–	–	–	–	–	–	–	–	–	–	–	**783.32**	**301**	**2.60**	**0.40**
	Military	C-130	20.40	87.32	26	3.36	0.16	42.35	9	4.71	0.23	61.98	31	2.00	0.10	**1541.00**	**418**	**3.69**	**0.18**
UNMISS	Commercial	L-100	22.90	327.84	29	11.30	0.49	501.25	38	13.19	0.58	285.42	27	10.57	0.46	**4189.59**	**539**	**7.77**	**0.34**
	Commercial	L-382	22.00	246.24	41	6.01	0.27	228.90	32	7.15	0.33	156.38	31	5.04	0.23	**1315.93**	**177**	**7.43**	**0.34**
	Commercial	AN-26	6.50	–	–	–	–	–	–	–	–	–	–	–	–	**702.48**	**260**	**2.70**	**0.42**
UNSOS	Commercial	L-382	22.00	217.33	17	12.78	0.58	498.83	38	13.13	0.60	565.71	52	10.88	0.49	**4860.74**	**495**	**9.82**	**0.45**

B. Total number of passengers moved within missions using United Nations assets, January to December 2017

Mission	*United Nations*	*United Nations agencies*	*Non-United Nations*	*Total*
MINUSCA	39 575	717	4 395	44 687
MINUSMA	55 365	2 635	23 371	81 371
MINUSTAH/MINUJUSTH	10 934	453	1 363	12 750
MONUSCO	85 582	2 598	11 343	99 523
UNOCI	369	1	11	381
UNAMID	121 749	1 288	16 187	139 224
UNFICYP	2 521	–	52	2 573
UNIFIL	7 231	330	636	8 197
UNISFA	19 527	1 712	4 163	25 402
UNMIL	2 005	704	2 222	4 931
UNMISS	108 881	3 455	5 640	117 976
UNSOA/UNSOS	55 480	7 499	23 964	86 943
Total	**509 219**	**21 392**	**93 347**	**623 958**

Annex VIII

Planned mine-action activities for the period from 1 July 2018 to 30 June 2019

(Thousands of United States dollars)

	Quality Management and coordination of operations	*Risk mitigation and clearance of landmines and explosive remnants of war*	*Weapons and ammunition management*	*Improvised explosive devices threat mitigation*	*Key expected outcomes*	*Approved resources for 2017/18*	*Planned resources required for 2018/19*	*Implementing partner agency*
MINURSO	X	X	–	–	Facilitate the monitoring of the ceasefire and ensure safe passage for United Nations and local personnel through survey and clearance of landmines and explosive remnants of war	3 265.2	3 265.2	UNOPS/ contractors[a]
MINUSCA	X	X	X	–	Provision of training, construction and/or rehabilitation of facilities, and technical assistance to members of the National Commission on Small Arms and Light Weapons	10 100.0	4 200.0	UNOPS/ contractors[a]
MINUSMA	X	X	X	X	Safe storage of weapons and ammunition facilitated	55 000.0	48 000.0	UNOPS/ contractors[a]
MONUSCO	X	X	X	–	Technical advice and mentoring on explosive ordnance disposal and stockpile management provided	2 834.1	2 833.8	UNOPS/ contractors[a]
UNAMID	X	X	X	–	Enable the Mission and troops to mitigate risks of explosive hazards, especially by improvised explosive devices	8 246.5	8 246.5	UNOPS/ contractors[a]
UNFICYP	X	X	–	–	Support national authorities in developing the capacity to respond to explosive threats	1 768.1	299.4	UNOPS/ contractors[a]
UNIFIL	X	–	–	–	Provision of quality management support to UNIFIL on demining activities	1 426.3	1 295.9	UNOPS
UNISFA	X	X	X	–	Survey and clearance of landmines and explosive remnants of war	17 212.9	12 631.0	UNOPS/ contractors[a]
UNMISS	X	X	X	–	Disposal of confiscated weapons and ammunition	38 541.1	38 602.5	UNOPS/ contractors[a]
UNSOS	X	X	X	X	Explosive hazard management and mitigation support to AMISOM	40 400.0	40 400.0	Mine Action Service

[a] Contractors will be selected through a competitive selection process.

Annex IX

Analysis of current and planned deployment of unmanned aerial systems in peacekeeping missions

Mission	*Type of arrangement (commercial/letter of assist)*	*Number of units*	*Manufacturer/type of system*	*2017/18 deployment status*	*Proposed 2018/19 (United States dollars)*
MONUSCO	Commercial	1	Selex Falco/tactical (5 unmanned aircraft)	Deployed	13 000 000
MINUSMA	Commercial	2	Hermes/medium-altitude long-endurance	Deployed	To be determined (rebidding)
	Letter of assist	1	Scaneagle and Raven	Deployed	233 500
	Letter of assist	1	Shadow-200	Deployed	1 520 500
		1	Puma	Deployed	
	Letter of assist	1	Luna	Deployed	760 000
		4	Aladdin	Deployed	
		9	Mikado	Deployed	
		1	Heron/medium-altitude long-endurance	Planned	–
MINUSCA	Letter of assist	2	Orbiter	Letter of assist signed	5 720 500
UNMISS	–	–	–	None deployed	–

Note: The analysis does not include the use of unmanned aerial systems provided by a military contingent, which are subject to the provisions governing contingent-owned equipment.

Annex X

Programmatic activities

Proposed resource requirements for programmatic activities for the 2018/19 period by peacekeeping mission

(Thousands of United States dollars)

Activity or category	*MINUJUSTH*	*MINURSO*	*MINUSCA*	*MINUSMA*	*MONUSCO*	*UNAMID*	*UNFICYP*	*UNDOF*	*UNISFA*	*UNMIK*	*UNMISS*	*UNSOS*	*Total*
Civilian arms control programme	–	–	–	–	1 000.0	–	–	–	–	–	–	–	1 000.0
Community stabilization projects	–	–	363.5	–	1 429.5	4 500.0	–	–	–	–	–	–	6 293.0
Rule of law/ human rights/ security institutions/security sector reform	2 663.5	–	6 988.5	3 115.0	400.0	699.0	–	–	–	1 987.0	520.5	–	16 373.5
Peace consolidation	–	–	–	450.0	–	–	–	–	–	–	295.0	–	745.0
Confidence-building	–	–	–	1 025.0	–	–	–	–	–	389.6	725.9	–	2 140.5
Other	–	–	–	–	–	218.0	–	–	–	–	418.1	–	636.1
Community violence reduction	4 000.0	–	5 525.0	3 000.0	5 884.0	394.0	–	–	–	–	99.6	–	18 902.6
Electoral Affairs Division	–	–	–	2 286.1	–	–	–	–	–	–	–	–	2 286.1
Gender activities	–	–	–	245.0	–	–	–	–	–	–	–	–	245.0
United Nations police	–	–	350.0	–	–	–	–	–	–	–	–	–	350.0
Disarmament, demobilization and reintegration	–	–	735.0	3 498.0	2 195.9	–	–	–	–	–	–	–	6 428.9
Mine action	–	3 265.2	4 200.0	48 000.0	2 833.8	8 246.5	299.4	1 295.8	12 631.0	–	38 602.5	40 400.0	119 374.2
Total	**6 663.5**	**3 265.2**	**18 162.0**	**61 619.1**	**13 743.2**	**14 057.5**	**299.4**	**1 295.8**	**12 631.0**	**2 376.6**	**40 661.5**	**40 400.0**	**174 774.9**

Annex XI

Quick-impact projects

Proposed resource requirements for quick-impact projects for the 2018/19 period by peacekeeping mission

(Thousands of United States dollars)

	MINUJUSTH	*MINURSO*	*MINUSCA*	*MINUSMA*	*MONUSCO*	*UNAMID*	*UNFICYP*	*UNIFIL*	*UNISFA*	*UNMIK*	*UNMISS*	*UNSOS*	*Total*
Quick-impact projects	1 100.00	–	3 000.00	–	1 500.00	–	–	500	500	–	17 200.00	–	20 800.00

Note: While typically represented in a similar group of expenditures, quick-impact projects are not characterized as programmatic activities. Quick-impact projects are used by United Nations peacekeeping operations to establish and build confidence in the mission, its mandate and the peace process, thereby improving the environment for effective mandate implementation.